



# FY17 UNIVERSITY OF MASSACHUSETTS OPERATING BUDGET



**JULY 14, 2016**



**Executive Summary**

The FY17 Operating budget for the University totals \$3.2 billion, an increase of \$160.2 million or 5.2% over the FY16 year-end projection.

(\$ in 000's)	FY15 Actual	FY16 Projected	FY17 Projected	\$ Change	% Change
Revenues*	\$2,885,141	\$3,087,410	\$3,236,295	\$148,885	4.8%
Expenditures	\$2,882,629	\$3,073,496	\$3,233,768	\$160,272	5.2%
Operating Surplus / (Deficit)	\$2,512	\$13,914	\$2,527		
Operating Margin	0.1%	0.5%	0.1%		
<i>*Some revenues are discounted to calculate the operating margin</i>					

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 fees and capital planning while also accounting for individual campus needs to support enrollment and staff.

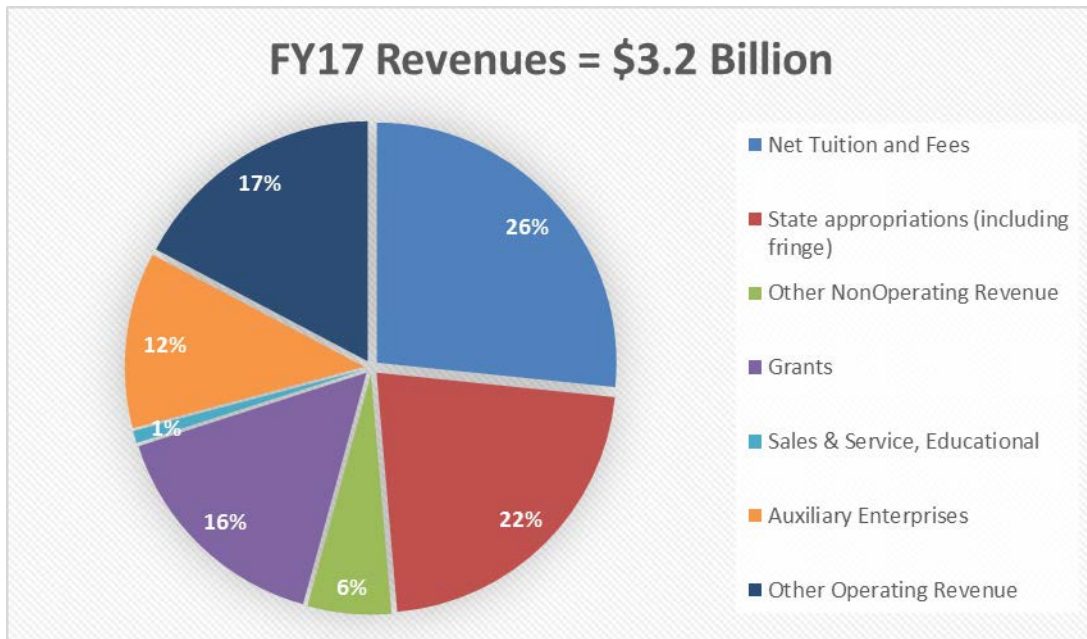
The operating margin measures whether or not the University lived within its means during the year and the level of reserves that were set aside. The Operating Margin is calculated by taking the total operating revenues (including state and federal appropriations, gifts, and investment income) less total operating expenditures (including interest expense) divided by total operating revenues. The University has a goal of achieving a positive operating margin annually and is currently experiencing a period where strategic investments being made by the University are prioritized therefore leading to smaller margins. The investments are planned, strategic in nature and intended to make the University stronger for the long term. The investments over the last three-year period have been in support of the University’s capital plan.

Investing in the University’s capital assets is essential to continuing to meet the enrollment demand, improving educational quality at all five UMass campuses and to giving our students the top-notch facilities they all deserve. The facilities at the University of Massachusetts consist of more than 27 million gross square feet, with over 300 buildings on the campuses ranging from historic to modern, from agricultural to sophisticated laboratories. Some facilities have been constructed expressly for academic purposes; others have been acquired and converted. State-of-the-art facilities allow us to attract the best and brightest students and faculty and better serve their needs. Investments in new buildings will also help the University keep pace with rapid innovation and it will help secure the Commonwealth’s position as a leader in research and development and cutting-edge technologies. Due to the age of our infrastructure, 70% of our inventory is over 30 years old, and a long period in the 1980s and 1990s of limited investment in capital, the University found itself with a significant backlog of deferred maintenance needs that started to come due in the mid-1990s. Although the investments made have been capital in nature (i.e. borrowing), those investments have significant impacts in the annual operating budget that are seen through increases in depreciation, interest expenses and the operation of campus facilities.



The FY17 budget totals \$3.2 billion and consists of two components, which are generally administered as separate budgets because of the way the funds are generated and used.

1. 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.
2. 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.

***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. The Statement of Revenues, Expenses and Changes in Net Position format is used. Audited Financial Statements are used to include actuals for FY15 for each campus along with FY16 projected and FY17 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, and inflation.

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 FY17 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. It also stipulates policies regarding cash management, transfers, and reserves.

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. Reporting to the Senior Vice President for Administration and Finance and Treasurer are the following departments that support the sound fiscal management of the University:

- Office of Management and Fiscal Affairs – Serves as the central coordinating point for the budget process, capital plan, debt service, reports on financial indicators and financial aid, and development and coordination of the *Efficiency & Effectiveness* initiatives. This department works directly with the campuses on these efforts and also serves as a liaison to the State Administration and Legislature.
- Controller's Office – Coordinates and prepares the University's annual financial statements, manages the general ledger and financial reporting structure, develops and implements financial policies, and maintains the financial accounting for the University.
- Treasurer's Office – Responsible for University cash management and oversight, risk assessment and insurance management, and tax policy and reporting. This function is fully centralized within the President's Office and not duplicated on any campus.
- Procurement Office – Coordinates University-wide contracting, develops spend analytics for use by the campuses, develops and implements purchasing policies and guidelines



compliance, and researches and implements purchasing tools and services to create efficiencies system-wide.

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 indicator reporting mode 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 1<sup>st</sup>, 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 projection process which develops assumptions for budget inputs and projects revenues and expenses over a five-year period. Utilizing the financial projection, 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 has previously been presented to the Board of Trustees at the April meeting and the University is currently working to produce this projection sooner in the fiscal year so that it can be used throughout the budget development process.

During this timeframe, the University's prior year financial statements are completed. In addition, the University develops and submits its budget request for the next year to the Executive Office for Administration and Finance. This request provides an overview of current year activities as well as next year initiatives and funding needs. This information is presented to the Board of Trustees at the December meeting.

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. This information is presented to the Board of Trustees at the April meeting.

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 fee 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.

### ***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 UMassOnline.

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 2018, 2025, 2020, 2023 and 2020, respectively. 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 Top 100 universities in the world and as the No. 1 public university in New England in 2015. The Amherst campus is among US News & World Report's top 30 Public Universities in the nation and was named to Kiplinger's "100 Best Values in Public Colleges" list for 2015. The Dartmouth campus's College of Nursing was ranked in the top 20 percent of graduate programs by US News & World Report in 2015 and is on President Obama's Honor Roll for Community Engagement. The Medical School at Worcester continually ranks in the top 10% nationally for primary care (US News & World Report 2015 - 5<sup>th</sup> out of 128 in the nation for primary care). UMass Lowell is among US News & World Report's Top 100 public universities nationwide in 2015. The Princeton Review has included UMass Boston on its list of Best Business Schools in 2015. UMass Boston has seen significant growth and transformation and is a point of pride for the University in its ability to attract a diverse population of staff and students. UMassOnline was ranked #3 for online colleges by TheBestSchools.org. Adding to its world-class reputation, total research and development expenditures at the University reached approximately \$629 million in fiscal year 2015.

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.

***UMass: Efficiencies & Effectiveness***

As the State’s public research university, UMass remains committed to spending its funds wisely while maintaining its commitment to quality. The University continues to examine its business practices and implement meaningful, financially impactful improvements wherever possible. Even under the best fiscal conditions, the University takes its responsibility seriously for ensuring that both taxpayer and student dollars are used in the most efficient and effective manner. The University also understands that along with fiscal responsibility we must demonstrate that we are driving efficiencies and improving quality everywhere for our students.

In FY13, the University, through its Board of Trustees created a permanent Task Force on Efficiencies and Effectiveness charged with ensuring that improving quality through more efficient and effective operations continues to be a priority for the University. The Task Force, along with the President’s Office and the campuses are working to promote a more standardized approach for cross campus coordination and oversight of the entire effort, track and report progress, and quantify the benefits to the University and its campuses.

**University E&E Projects and Savings Estimates (\$ 000’s)**

<b>2015 Report</b>	<b># Projects</b>	<b>Cost Savings</b>	<b>Cost Avoidance</b>	<b>Total Savings</b>
Purchasing Initiatives	24	\$11,720	\$29,080	\$40,800
Energy & Sustainability	31	\$13,160	\$63,124	\$76,284
IT Initiatives	74	\$31,721	\$5,020	\$36,741
<b>Subtotal</b>	<b>129</b>	<b>\$56,601</b>	<b>\$97,224</b>	<b>\$153,825</b>
<b>Other E&amp;E Initiatives</b>	<b># Projects</b>	<b>Cost Savings</b>	<b>Cost Avoidance</b>	<b>Total Savings</b>
Building Authority Initiatives	13	\$0	\$139,181	\$139,181
Human Resources	24	\$18	\$26	\$44
Campus Initiatives	129	\$90,632	\$120,980	\$151,419

In order to ensure that the University’s E&E efforts are integrated at every level within the organization, several sub-groups have been organized to focus on specific areas of business and to bring subject matter experts from each of the campuses and the President’s Office together to drive





efficiency initiatives and ultimately change our practices to be more efficient and effective. The working groups include:

- IT Steering Committee – Under the leadership of Chancellor Collins of the Medical School, the IT Steering Committee meets quarterly with an aggressive agenda to identify E&E efforts from procuring IT goods and services to collaborating on system-wide efforts to developing a business strategy that improves customer service, improves operations and maximizes the use of technology to improve services University-wide.
- Strategic Energy Committee – Under the Leadership of Vice Chancellor for Administration and Finance Yestramski from the Lowell campus and the University’s Chief Procurement Officer John Healey, the Energy Committee meets quarterly with the objectives of leveraging system-wide volume for energy procurements, sharing and implementing best practices and developing standards that measure and analyze building efficiency. In addition to the Strategic Energy Committee, the UMass Sustainability Committee, composed of the campus Sustainability/Energy Mangers and President’s Office Budget Staff has been meeting quarterly to discuss Sustainability/Energy Management topics ranging from clean energy and efficiency, to the reduction of greenhouse gas emissions as well as: waste reduction, water conservation, green buildings, alternative fuels, efficient transportation, and recycling.
- Purchasing Council – Under the Leadership of Chancellor Motley from the Boston campus and the University’s Chief Procurement Officer John Healey, the Purchasing Council meets monthly and utilizes data to identify opportunities to leverage the University’s economies of scale. The Council evaluates whether common vendors are used on separately negotiated contracts, where common spending occurs using diverse vendors and where automation of processes may drive efficiency.
- UMass Building Authority (UMBA) – Under the leadership of Executive Director Patricia Filippone, UMBA has been aggressively working to implement best practices in borrowing by effectively managing borrowing schedules and plans and introducing more competition, a more diverse pool of project management, construction and legal teams, and bringing certain planning and legal activities in-house.
- Human Resources - Under the leadership of the System Human Resources Office, efforts have been identified and implemented to address compliance issues, best practices in the field, and leverage the Human Resource operations of the system.
- Facilities Working Group - Under the leadership of UMBA Executive Director Patricia Filippone, the University’s Senior Director of Enterprise Procurement John Healey, and UMass Medical School’s Associate Vice Chancellor of Facilities Management John Baker, the Facilities E&E Working Group will identify and pursue operational effectiveness and efficiency opportunities within the domain of campus facility management and operations.
- Campus Working Groups - In addition to these working groups coordinated at the System level, each of the campuses is working to implement efficiency and effectiveness measures that are either specific to their campus needs or that may be used as a pilot that could later be implemented and benefit all of the campuses.



In addition to the efforts of each of these groups to identify and implement E&E efforts both at the campus level and system-wide, the University has been working to ensure that a project inventory is maintained and that savings estimates are maintained that accurately reflect the financial impacts of our collective efforts. A database is used to efficiently track initiatives and allow for more timely updates to projects.

In addition to the overall costs saved or avoided, estimates are generated that breakout the cost reductions and savings by the fiscal year in which they will be recognized. The first year of savings typically represents actual cost saved for that year along with any avoided costs that have been specified. The out-years of a project typically reflect the costs avoided for the life of a contract. For those initiatives that are not contract driven, a period of only 1 or 2 years is used to represent the savings even if the savings are permanent.

Through this coordinated effort, the University can ensure that the importance of these efforts is being properly communicated to the entire University and also ensure that we are consistently gathering and reporting information associated with our efforts. The full E&E Reports that the University has issued can be found here: <https://www.umassp.edu/budget-office/efficiency-effectiveness>

***FY16 Budget Update***

The FY16 budget has experienced several areas of uncertainty that the University has had to contend with and find ways to resolve to ensure that the financial position of each campus and the University as a whole was on as solid footing as possible throughout the course of the fiscal year.

The FY16 budget provided by the State supported \$531.8 million; this was a \$10.6 million increase over the prior year. During the fiscal year, supplemental funding in support of the collective bargaining needs was approved bringing the total available to the University to \$542.7 million.

<b>FY16 GAA</b>	<b>FY16 9C's or Supps</b>	<b>FY16 Total Available</b>
\$531,807,373	\$10,901,699	\$542,709,072

***Collective Bargaining***

Since FY15, there has been uncertainty around the State funding for its share of collective bargaining for the first year of ratified contracts that started in FY15. The State provided parameters for negotiating the three-year contract period set for July 2014 – June 2017. The University negotiated in good faith and once contracts were ratified, submitted them to the Governor for approval and funding. By contract and law, a separate reserve account is established with funding and specific language validating the contract for that unit. For the subsequent years of the contracts, it is expected that the additional costs are built into the University’s base appropriation. In the FY15 budget, the separate reserve was not initially established for the



University. This created uncertainty for employees as to the timing of when their negotiated raises would be paid. When President Marty Meehan began as the University’s President in July of 2015, one of his initial acts was to pay the collective bargaining agreements. At that time, only \$2.2 million of the total \$13.1 million State funded portion was appropriated in a separate reserve. In FY16 however, the remaining \$10.9 was provided for in a supplemental budget to make the University whole for the FY15 portion of the agreements. Due to the timing of supplemental funds, building the necessary base for future year budgets has been an uncertain process.

Overall, the campuses have worked to manage their budgets and control costs wherever possible and the University was able to manage to a positive Operating Margin for FY16.

(\$ in 000's)	FY16	FY16
	Budgeted	Projected
Revenues*	\$3,104,848	\$3,087,410
Expenditures	\$3,098,045	\$3,073,496
Operating Surplus / (Deficit)	\$6,803	\$13,914
Operating Margin	0.2%	0.5%
<i>*Some revenues are discounted to calculate the operating margin</i>		

***FY17 Budget Challenges***

While the overall economy is projected to continue its recovery in FY17, budget planning relies on a number of factors that continue to create uncertainty and therefore need to be accounted for in the planning process.

The FY17 General Appropriations Act signed into law included an appropriation of \$508.3 million which is a \$3.5 million decrease from the FY16 available funds. The FY17 GAA was signed by Governor Baker on July 8<sup>th</sup>, approving the UMass appropriation consistent with the conference committee budget. Below is a summary of the State budget action during the FY17 State Budget development process.



University of Massachusetts		
FY16 Final (Adjusted for TR)	\$511,654,072	Includes \$10.9 million in supplemental funds for FY15 Collective Bargaining costs and adjusts the total by subtracting \$31 million for tuition retention to make amounts comparable to the FY17 numbers.
FY17 Request	\$564,902,373	University request to account for the main expense drivers of collective bargaining, fringe, financial aid and capital.
FY17 Governor's	\$508,292,447	Assumes a 1% increase over the FY16 GAA; does not build the base for the \$10.9 million in supplemental funds received; Reduces the overall appropriation by \$31 million to account for tuition retention.
FY17 House	\$508,292,447	Assumes a 1% increase over the FY16 GAA; does not build the base for the \$10.9 million in supplemental funds received; Reduces the overall appropriation by \$31 million to account for tuition retention.
FY17 Senate	\$521,267,258	Assumes FY15 and FY16 collective bargaining are fully funded; Reduces the overall appropriation by \$31 million to account for tuition retention.
FY17 Conference	\$508,292,447	Consistent with the Governor and House budgets, a 1.5% increase over the FY16 GAA; does not build the base for the \$10.9 million in supplemental funds received; Reduces the overall appropriation by \$31 million to account for tuition retention.
FY17 GAA	\$508,292,447	Approved FY17 Commonwealth budget by Governor Baker on July 8th; UMass appropriation approved consistent with the Conference Committee budget ;Reduces the overall appropriation by \$31 million to account for tuition retention.

In addition, continued uncertainty at the Federal level has led to conservative estimates for FY17 with increases only in those areas where clear commitments have been made.

***Impact of the Implementation of Tuition Retention in FY17***

The University's FY17 budget request and final appropriation will look different than previous years because the Legislature passed and the Governor signed into law provisions in the FY16 State budget that allows the University to retain tuition received from in-State undergraduates. Prior to the change in law, tuition from in-State students was remitted to the Commonwealth's General Fund. Over many decades, this practice has resulted in a high fee, low tuition billing model that is antiquated and confusing. Starting in FY17 this practice will end and the University will now charge a tuition rate that represents the majority of student charges and is customary in today's world for higher education.

One of the key tenets of the Tuition Retention legislation was that it provided cost neutrality for both the University and the State. As such, the University has worked with the Administration and the Legislature to develop the FY17 Budget request and appropriately implement the net zero impact. In order to do this, the State appropriation for FY17 will be reduced by \$31 million which is the amount that the University will retain in tuition from in-State Undergraduates. The table below was included in the University's budget request for FY17 and details the change in the State appropriation in the context of the FY17 request.



*FY17 University Operating Budget  
July 14, 2016*

<b>FY17 State Budget Request</b>	<b>Before Tuition Retention</b>	<b>After Tuition Retention</b>
FY16 State Budget: Base Appropriation	\$ 534,007,373	\$ 502,952,373
FY17 Increased State Funding Requested	\$ 61,950,000	\$ 61,950,000
<b>Total FY17 Requested State Appropriation (1)</b>	<b>\$ 595,957,373</b>	<b>\$ 564,902,373</b>
\$ Change from FY16 State Budget	\$ 61,950,000	\$ 61,950,000
% Change from FY16 State Budget	12%	12%
(1) Does not include fringe support provided on all State Appropriations		

In developing the University's FY17 budget, the impact of tuition retention has been considered to ensure the legislation remains cost neutral as intended. To do this, the University has built its request starting from the FY16 base appropriation, adding in the amount being requested to support the University in FY17 and subtracting off the value of the amount of tuition that will be retained. For the purposes of estimating, the amount retained is assumed to be consistent with the amount retained in FY15 or \$31 million. Per statute, the campuses are able to use these funds to pay for employee salaries and the State will continue to cover the fringe benefits as they did when the funds were appropriated as opposed to retained by the campuses directly.

***FY17 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, plans have been developed to balance the budget with some known deficits allowed for specific reasons.

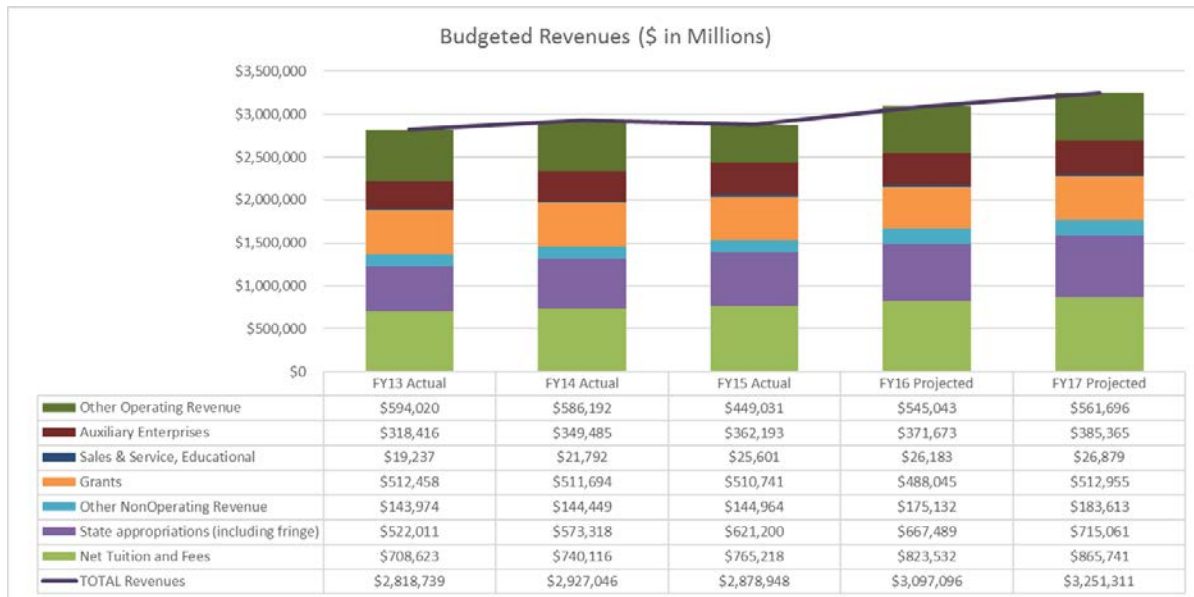
<b>(\$ in 000's)</b>	<b>FY16 Projected</b>	<b>FY17 Projected</b>	<b>\$ Change</b>	<b>% Change</b>
Revenues*	\$3,087,410	\$3,236,295	\$148,885	4.8%
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Operating Surplus / (Deficit)	\$13,914	\$2,527		
Operating Margin	0.5%	0.1%		
*Some revenues are discounted to calculate the operating margin				

***FY17 Revenues and Expenditures***

The University's financial operations consist of five major expense categories: Educational and General, Research, Public Service, Auxiliary Enterprises, and Other. The Educational and General expense budget includes academic programs, student services programs, academic and



institutional support programs, physical plant operations and financial aid. These activities are funded from student tuition, State appropriations, and some other smaller revenue sources. Research, Public Service and “Other” activities are funded by grants and contracts. Auxiliary Enterprises are a set of self-sufficient services ancillary to the general educational mission of the University. These include such items as dining and residence halls, student health services and parking facilities. The University reviews fees annually with the goal of having the Auxiliary Enterprises budget be self-sufficient.



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. FY17 budgeted revenues total \$3.2 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 FY17, in-state undergraduate tuition and mandatory fees have been proposed to increase \$800 at Amherst, \$753 at Boston, \$600 at Dartmouth, and \$780 at Lowell along with increases in other specific fees at the campuses in support of specific campus costs and initiatives.
- **Grants & Contracts** – These categories (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 75% 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.

- 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.
- Auxiliary Services – These revenues support all revenue generating operations at the campuses including Housing, Dining, Parking, and Continuing Education, 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. Amherst, Boston, Dartmouth and Lowell are projecting increases to this category due to fee increases and utilization.
- Other Operating Revenue – This revenue category includes Public Service Activities and consists largely of sales and services provided to third parties by the UMass Medical School campus through its Commonwealth Medicine (“CWM”) programs, which provide public consulting and services in health care financing, administration and policy to federal, state and local agencies and not-for-profit health and policy organizations. In addition to CWM activities, Public Service Activities also include payments received by the Medical School for educational services it provides to its clinical affiliate UMass Memorial Health Care, Inc. (“UMass Memorial”) as required by the enabling legislation enacted by the Commonwealth in 1997. Finally, Public Service Activity expenditures also include payments made to the Commonwealth of Massachusetts, pursuant to requirements of legislation enacted by the State.
- State Appropriations – 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 included in the FY17 GAA signed into law by Governor Baker on July 8<sup>th</sup>. The fringe rate for FY17 has been provisionally set by the State at 35.17%. For those employees funded using the State revenues in this category, the State directly supports their fringe benefits costs.



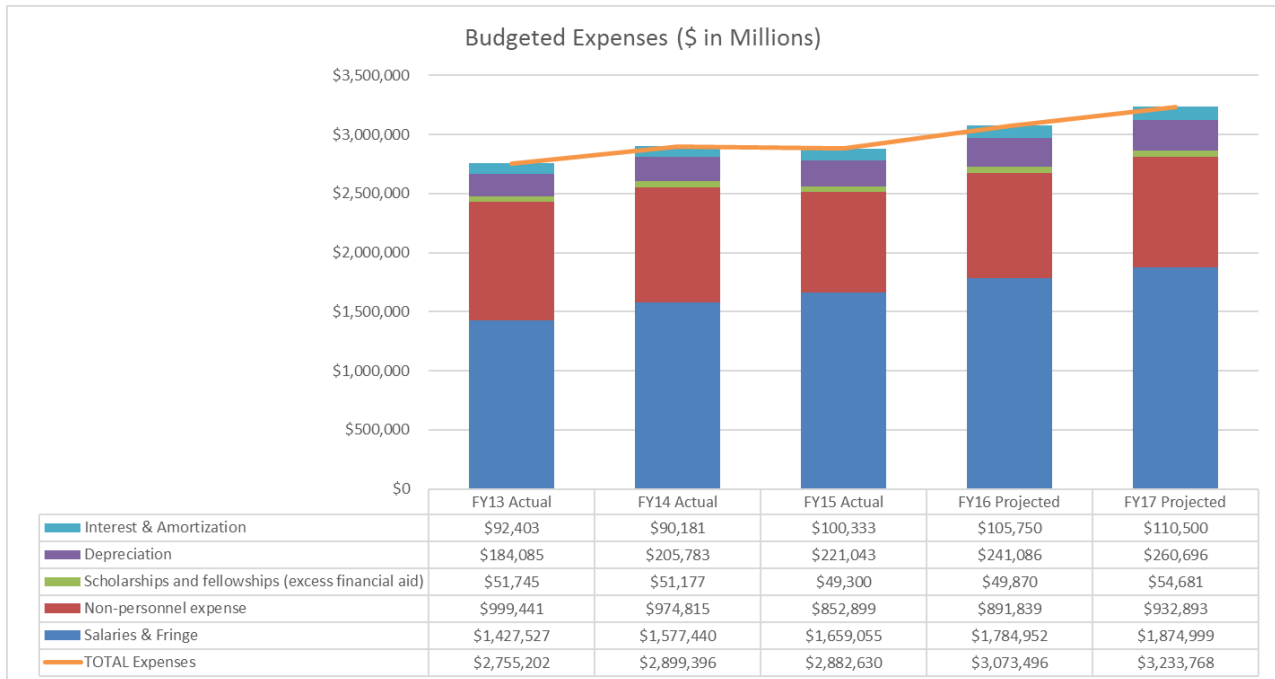
- Gifts – This revenue consists of public and private gifts used in current operations, excluding gifts for capital acquisition and endowment gifts. The University continues to have several aggressive fundraising campaigns underway.
- Return on Investments & Endowment – These two revenue categories are estimated by the Treasurer’s Office based on a five-year income projection including total projected unrealized gains. Assumptions included are the Operating Cash Return estimated at 1.95%. Similar to the “Gifts” revenue category, the University currently has several fundraising campaigns underway.
- Other Non-Operating Income – This revenue category consists of revenues not directly associated with the primary missions of campuses and not included in another category.

Revenues (in millions)	FY15 Actual	FY16 Projected	FY17 Projected	\$ Change from FY16	% Change from FY16
Net Tuition and Fees	\$765,218	\$823,532	\$865,741	\$42,209	5.1%
State appropriations (including fringe)	\$621,200	\$667,489	\$715,061	\$47,573	7.1%
Other NonOperating Revenue	\$144,964	\$175,132	\$ 183,613	\$8,481	4.8%
Grants	\$510,741	\$488,045	\$512,955	\$24,909	5.1%
Sales & Service, Educational	\$25,601	\$26,183	\$26,879	\$696	2.7%
Auxiliary Enterprises	\$362,193	\$371,673	\$385,365	\$13,693	3.7%
Other Operating Revenue	\$449,031	\$545,043	\$561,696	\$16,654	3.1%
<b>TOTAL Revenues</b>	<b>\$2,878,948</b>	<b>\$3,097,096</b>	<b>\$3,251,311</b>	<b>\$154,214</b>	<b>5.0%</b>





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.



- **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 5.0% for FY17 largely due to the annualized value of collective bargaining contracts 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 4.6% 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 FY17, this



category increases 9.6% mainly to support 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 FY17, this expense grows by 8.1% 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 nor are they shown on the SRECNP view of the budget. In support of the current capital plan, approximately \$1.8 billion is required from University borrowing through UMBA. To date, approximately \$1.4 billion has been issued and it is expected that the remainder will be borrowed in FY17. For those campuses requiring additional borrowing to support their capital plan in FY17, an interest rate of 5.0% was built into borrowing assumptions.

Operating Expenses	FY15 Actual	FY16	FY17	\$ Change from FY16	% Change from FY16
		Projected	Projected		
Salaries & Fringe	\$1,659,055	\$1,784,952	\$1,874,999	\$90,047	5.0%
Non-personnel expense	\$852,899	\$891,839	\$932,893	\$41,054	4.6%
Scholarships and fellowships (excess financial aid)	\$49,300	\$49,870	\$54,681	\$4,811	9.6%
Depreciation	\$221,043	\$241,086	\$260,696	\$19,610	8.1%
Interest & Amortization	\$100,333	\$105,750	\$110,500	\$4,750	4.5%
<b>TOTAL Expenses</b>	<b>\$2,882,630</b>	<b>\$3,073,496</b>	<b>\$3,233,768</b>	<b>\$160,272</b>	<b>5.2%</b>

**Staffing Overview**

The University employs 14,513.6 FTEs which includes full and part-time faculty, professional and clerical and maintenance support staff, of which 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 executed collective bargaining agreements that cover the period from July 2014 through July 2017 with most of its employee unions.

For FY17, FTEs are increasing by 75 to 14,588.9 FTEs to fill vacant positions and support growth in enrollment and the campus capital plans that require support for housing programs and maintenance needs.



<b>UNIVERSITY</b>			
<b>FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	3,824.7	3,913.6	3,917.0
Professional	6,431.6	6,476.0	6,510.5
Classified	4,121.1	4,124.0	4,161.3
<b>TOTAL</b>	<b>14,377.3</b>	<b>14,513.6</b>	<b>14,588.9</b>

***Student Enrollment Overview***

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

For FY17, University enrollment increases by 1.6% to 64,017 FTEs. While the Amherst and Dartmouth enrollment remain relatively flat, Boston and Lowell are projecting increases. In Boston, efforts are being made expand while also increasing student diversity and strengthening the quality of the student body. The Lowell campus is expanding out-of-state and international enrollments, Master’s and on-line enrollments and is focused on increasing the retention and persistence of current students to maintain enrollment levels and improve student outcomes. The Medical School has begun enrolling out of state students while maintaining its commitment to Massachusetts residents.

<b>UNIVERSITY</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
UG - In State	40,997	41,569	42,244		
UG - Out State	8,729	9,011	9,083		
<b>UG Total</b>	<b>49,725</b>	<b>50,580</b>	<b>51,327</b>	<b>748</b>	<b>1.5%</b>
G - In State	6,712	6,620	6,723		
G - Out State	5,865	5,821	5,966		
<b>G Total</b>	<b>12,577</b>	<b>12,441</b>	<b>12,689</b>	<b>248</b>	<b>2.0%</b>
<b>TOTAL ALL</b>	<b>62,303</b>	<b>63,021</b>	<b>64,017</b>	<b>996</b>	<b>1.6%</b>

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>

***Attachment: Statement of Revenues, Expenses and Changes in Net Position***



	<b>FY15</b>	<b>FY16 Projected</b>	<b>FY17</b>	<b>FY16-17 Variance</b>
<b>Consolidator- Statement of Revenues, Expenses and Changes in Net Position</b>				
<b>Operating revenues</b>				
Net tuition and fees	765,220	823,532	865,741	42,209
Government grants and contracts	384,625	380,021	397,775	17,754
Private grants and contracts	124,399	106,170	113,408	7,238
Local grants and contracts	1,717	1,854	1,771	(83)
Sales and services of educational activities	25,601	26,183	26,879	696
Auxiliary enterprises	362,193	371,673	385,365	13,693
Other revenues	449,031	545,043	561,696	16,654
<b>Total operating revenues</b>	<b>2,112,785</b>	<b>2,254,476</b>	<b>2,352,637</b>	<b>98,161</b>
<b>Operating expenses</b>				
Salaries & Fringe	1,659,055	1,784,952	1,874,999	90,047
Non-personnel expense	852,899	891,839	932,893	41,054
Scholarships and fellowships	49,300	49,870	54,681	4,811
Depreciation	221,043	241,086	260,696	19,610
Amortization	-	393	393	-
<b>Total operating expenses</b>	<b>2,782,296</b>	<b>2,968,139</b>	<b>3,123,661</b>	<b>155,522</b>
<b>Operating Surplus (Deficit)</b>	<b>(669,512)</b>	<b>(713,663)</b>	<b>(771,025)</b>	<b>(57,362)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	6,619	7,425	7,648	223
State appropriations	621,200	667,489	715,061	47,573
Local appropriations	-	-	-	-
Gifts	30,350	34,230	34,623	393
Investment and endowment return	28,528	54,172	59,741	5,569
Interest expense	(100,333)	(105,357)	(110,107)	(4,750)
Non-operating Federal Grants	76,539	77,242	79,536	2,294
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	2,927	2,062	2,065	3
<b>Total non-operating revenues (expenses)</b>	<b>665,831</b>	<b>737,263</b>	<b>788,567</b>	<b>51,304</b>
<b>Income (loss) before other revenues, expenses, gains or loss</b>	<b>(3,681)</b>	<b>23,600</b>	<b>17,542</b>	<b>(6,058)</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	62,582	71,038	86,701	15,664
Capital grants	45,157	20,956	48,850	27,894
Capital gifts	10,666	11,455	5,000	(6,455)
Gain (loss) on sale of property, plant and equipment	(12,120)	(4,577)	(4,633)	(56)
Other changes in net assets	(253,665)	(4,296)	(2,592)	1,704
Net transfers	-	0	0	(0)
<b>Total other revenues, expenses, gains or losses</b>	<b>(147,380)</b>	<b>94,576</b>	<b>133,327</b>	<b>38,751</b>
<b>Change in net assets</b>	<b>(151,061)</b>	<b>118,176</b>	<b>150,869</b>	<b>32,693</b>



# AMHERST CAMPUS

***FY17 Amherst Campus Budget Overview***

The University of Massachusetts Amherst submits for approval a Fiscal Year 2017 operating budget totaling \$1.188 billion. Key elements of the FY17 budget include:

- Decrease in state appropriation of \$1.5M. FY17 base is expected to increase by 1.6% but does not include the FY16 one-time appropriation of \$5.5 million, providing no funding for \$8 million in FY2017 collective bargaining increases for state funded employees.
- Fringe benefits rates will increase by almost 15% in FY2017, resulting in additional costs to the campus of \$7 million.
- Tuition and Fee increases of \$800 for in-state undergraduate students and \$1,700 for out-of-state undergraduate students.
- Undergraduate student enrollment increase of 100 students compared to FY16 projections.
- Modest increases in Continuing Professional Education (CPE) program revenues providing key non-state support to the core academic areas.
- Significant increases in depreciation and interest as major capital projects come on-line including South College Academic Facility, Design Building and Mass Life Sciences equipment and fit-out.
- Modest research growth supplemented by the Mass Life Science capital grant for fit-out of the Life Sciences Laboratory and Institute for Applied Life Sciences research equipment.
- Reductions in E&G expenditures of \$12.7 million in order to contribute to a positive operating margin in FY2017. In addition, auxiliary operations will reduce expenses in order to hold fee increases to a modest 3.5% while still covering collective bargaining costs of \$1.7 million, additional fringe costs of \$3 million, minimum wage increases and annual inflationary costs related to food and facilities maintenance.

***Campus Strategic Plan***

The Amherst campus strategic planning process is now in its fourth year and fully integrates alignment of resources with campus priorities through the annual budget process. The campus's overarching priorities continue to guide both long- and short-term decision-making:

- Provide a distinctive, immersive residential educational experience that will establish the campus as the destination of choice for talented students seeking exceptional educational value.
- Broaden and deepen collaboration with key state, regional and national partners to be the natural investment of choice in emerging areas of research, scholarship and economic development.
- Mobilize resources — both on campus and with partners — to drive high-impact changes related to the first two goals.

These core priorities provide direction and focus even as finances and external circumstances shift. The campus's impressive trajectory demonstrates the importance of marrying a long-term strategy with day-to-day decision-making:

- UMass Amherst is now ranked the 29th 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 28 other institutions to become the most-improved public university in America.

- Last year campus research expenditures topped \$200 million for the first time. 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 now occur in the context of a new planning and budgeting system developed over the past two years:

- All academic and administrative units target performance improvements emerging from multi-year strategic plans.
- 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 FY17 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 FY17 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 \$1.2 billion deferred maintenance backlog on E&G capital assets, although at reduced levels due to reductions in state funding and institutional facilities budgets.

The new planning and budgeting process also places a sharp focus on administrative efficiency and effectiveness. A Joint Subcommittee on Administrative Costs and Services (JSACS) is leading a comprehensive review of all administrative and support (A&S) areas. A campus-wide process is identifying priorities for evaluation and will review performance metrics for all areas. As priorities are identified, tailored evaluation strategies (customer feedback, benchmarking, best practices, etc.) will identify changes with the greatest potential for improving quality and/or cost. The additional challenge of maintaining a modest 0.8% operating margin, however, imposes an extraordinary budget burden. As a result, the campus must take the following actions to reduce expenditures in FY17:

- Suspend faculty growth beyond FY17, delaying campus progress toward a reduction in the faculty/student ratio from 18:1 to 17:1. In addition, as part of the campus’ strategic budget process all current faculty vacancies are analyzed to determine whether reallocation between schools/college would better ease academic stress or support strategic goals.
- Reduce budgets for faculty facilities renovation and fit-out, impacting the ability of the campus to attract STEM faculty hires.
- Reduce budgets for the campus conversion of large lecture courses to smaller, intensive team based learning sections (President’s Enhancement Initiative), reducing these conversions by eight in FY17, and affecting learning outcomes and student satisfaction.
- Reduce budgets for repair and refurbishment of facilities, slowing progress towards reducing the campus deferred maintenance backlog. This action is concerning as \$0.9 billion of our \$1.2 billion deferred backlog is seen as immediate needs with a 1-3 year timeline for major building/system failures.
- Staff vacancies will be reviewed, rehiring only in areas of critical importance. Management in some areas will be reorganized and new staff positions have been limited to five new positions to support maintenance of new facilities. These actions will affect both academic and administrative and support services provided to students and staff throughout the campus.
- Limit financial aid increases to only that amount needed to maintain our current percentage of need met (82%).

***FY17 Revenue***

- Revenue projections assume a decrease in state appropriation of \$1.5M. FY17 base is expected to increase by 1.6% but does not include the FY16 one-time appropriation of \$5.5 million.
- Tuition & Fee revenue is increasing due to an \$800 fee increase for in-state undergraduate students and a \$1,700 fee increase for out-of-state undergraduate students and a projected increase in undergraduates of 100 students.

<b><u>In-State Undergraduate</u></b>	<b>FY 16</b>	<b>FY 17</b>	<b>\$ Change</b>
<b><u>Tuition &amp; Mandatory Fees</u></b>			
Amherst	\$14,171	\$14,971	\$800

- Room and Board charges are projected to increase by 3.5%.
- Research revenue is expected to increase by \$4.5 million, or 2.8%, even in light of tightening government research budgets.
- Capital grants and appropriations revenue continues to reflect the state funding of critical projects such as the MLSC funding of the IALS initiative and a new Physical Sciences Building.

***FY17 Expenditures***

- Salary expense increase due to 3.5% Collective Bargaining Agreement.



- Fringe rate increase of 15% (over 4 percentage points) results in significant expense increases.
- Depreciation expense increases by \$11.3M (12%) due to new buildings coming on-line and purchases of research equipment.
- Increases in financial aid packages, 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.

***FY17 Enrollment – Recent history and projected enrollment changes***

The campus continues on a strategic plan to modestly increase out-of-state enrollment while maintaining access for in-state students at the same levels as previous years.

- Undergraduate in-state students are projected to increase by 100 students in FY17.
- Undergraduate out-of-state students are projected to remain flat in FY17.
- Graduate students are projected to remain essentially flat for FY17.

<b>AMHERST</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
UG - In State	17,093	17,293	17,393		
UG - Out State	5,289	5,412	5,412		
<b>UG Total</b>	<b>22,382</b>	<b>22,705</b>	<b>22,805</b>	<b>100</b>	<b>0.4%</b>
G - In State	1,651	1,651	1,651		
G - Out State	3,065	3,065	3,139		
<b>G Total</b>	<b>4,716</b>	<b>4,716</b>	<b>4,790</b>	<b>74</b>	<b>1.6%</b>
<b>TOTAL ALL</b>	<b>27,098</b>	<b>27,421</b>	<b>27,595</b>	<b>174</b>	<b>0.6%</b>

***FY17 Staffing - Recent history and projected staffing changes***

- Overall staffing increases are projected to be very modest in FY17:
  - We are projecting a modest increase in faculty, driven by positions that were held vacant in FY16 and by the new Institute of Applied Life Sciences.
  - No increase in professional staff.
  - Classified staff increases due to additional maintenance required from new facilities (five positions).
  - 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.

<b>AMHERST</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	1,471.0	1,509.0	1,539.0
Professional	1,763.0	1,770.2	1,770.2
Classified	2,197.0	2,202.5	2,207.5
<b>TOTAL</b>	<b>5,431.0</b>	<b>5,481.7</b>	<b>5,516.7</b>

***FY17 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.
- As previously mentioned, in order to achieve operating margin targets, limited campus strategic funds are available for new or expanded programs. However, a robust campus strategic budget planning process will allow schools and colleges as well as administrative departments to reallocate resources to new and expanded programs that address campus strategic priorities.

***Key Metrics***

- The Operating Margin declines primarily due to increasing expenses without additional state appropriation. Expenses beyond campus control include contractual salary increases of 3.5%, a 15% increase in fringe benefits rates as well as a significant increase to depreciation expense as new projects come on-line.

<b>UMass Amherst</b>	<b>FY17</b>
<b>Operating Margin</b>	<b>0.8%</b>
Revenues	1,198,107
Expenses	1,188,399
Surplus/(Deficit)	9,708

- The Debt Ratio increases slightly due to increased interest expense in FY17.
- The Financial Cushion decreases slightly due to spending of unrestricted funds on capital improvements as part of the campus capital plan.

***Campus E&E Efforts***

The Amherst campus aggressively pursues cost savings and revenue enhancements in all aspects of its operations. The recently initiated Joint Subcommittee on Administrative Costs and Services (JSACS) is an extension of the campus strategic plan to evaluate administrative and support operations in terms of both cost and effectiveness of service. The Amherst campus is proud to

report over \$18 Million in cost savings and avoidance in FY16 and an additional \$22 Million in total cost savings expected in FY17-20. Highlights of these savings include:

1. The UMASS IT Department is negotiating with a variety of vendors to obtain the most value out of contracted goods and services of \$7 Million including:
  - New network equipment contract saving 10% over last contract with terms that allow scalability across entire UMass system.
  - Value add of vendor on-site engineer at no additional charge and free installation of new Data Center equipment at no additional charge - using the vendor's end-of-year cycle as leverage.
  - Value add for on-site engineers in preparation for Data Center migration.
  - Negotiated cell phone signal booster and received loaned equipment at campus events.
2. The Facilities and Campus Services division has continued to utilize in-house expertise to reduce the significant capital project and utility costs of \$2 Million. Examples include savings on construction projects by using in-house certified engineers and architects, adoption of new commodity purchasing strategies to take advantage of falling gas prices, and consolidation of various operations to increase labor productivity.
3. In addition to the E&E savings, the campus initiated cost reductions in administrative and support functions and has suspended new faculty hiring plans for the fiscal year 2017 academic year cycle. All areas have been asked to provide budget reduction scenarios in FY17 that will lead to an additional \$5 Million in expense savings. Examples include vacancy freezes, shared administrative duties, and reduced frequency of services.

### ***Conclusion***

The lack of increased funding from the state forces the university to raise Tuition & Fees \$800 for in-state undergraduate students and \$1,700 for out-of-state undergraduate students, following a 5% increase in the prior year. The Tuition & Fees increases are necessary to cover the state negotiated collective bargaining increase of 3.5% and the growth in debt service. Other inflationary pressures are offset by E&E efforts. However, we are left with extremely limited resources to implement any strategic initiatives aimed at enhancing the student experience in an attempt to improve our quality and national rankings.

***Attachment: Statement of Revenues, Expenses, and Changes in Net Position***



FY17 University Operating Budget – Amherst Campus  
July 14, 2016

	<b>FY15</b>	<b>FY16 Projected</b>	<b>FY17</b>	<b>FY16-17 Variance</b>
<b>Amherst- Statement of Revenues, Expenses and Changes in Net Position</b>				
<b>Operating revenues</b>				
Net tuition and fees	341,462	366,684	372,141	5,457
Government grants and contracts	104,217	107,717	110,013	2,296
Private grants and contracts	32,712	33,712	35,910	2,198
Local grants and contracts	207	207	213	6
Sales and services of educational activities	8,908	8,962	9,231	269
Auxiliary enterprises	223,784	234,141	242,210	8,069
Other revenues	19,010	18,546	18,804	258
<b>Total operating revenues</b>	<b>730,300</b>	<b>769,969</b>	<b>788,529</b>	<b>18,554</b>
<b>Operating expenses</b>				
Salaries & Fringe	621,583	676,514	711,590	35,075
Non-personnel expense	295,012	294,942	309,399	14,457
Scholarships and fellowships	20,215	22,054	24,002	1,948
Depreciation	89,442	94,627	105,961	11,334
Amortization	-	-	-	-
<b>Total operating expenses</b>	<b>1,026,252</b>	<b>1,088,136</b>	<b>1,150,928</b>	<b>62,815</b>
<b>Operating Surplus (Deficit)</b>	<b>(295,952)</b>	<b>(318,167)</b>	<b>(362,399)</b>	<b>(44,262)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	6,619	7,425	7,648	223
State appropriations	298,423	320,253	345,400	25,147
Local appropriations	-	-	-	-
Gifts	15,714	16,929	17,394	466
Investment and endowment return	6,592	16,891	22,492	5,601
Interest expense	(29,820)	(30,854)	(37,471)	(6,617)
Non-operating Federal Grants	24,323	24,778	25,324	546
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	643	(2)	(2)	-
<b>Total non-operating revenues (expenses)</b>	<b>322,494</b>	<b>355,420</b>	<b>380,785</b>	<b>25,365</b>
<b>Income (loss) before other revenues, expenses, gains or loss</b>	<b>26,542</b>	<b>37,253</b>	<b>18,386</b>	<b>(18,896)</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	13,679	23,753	35,000	11,247
Capital grants	29,248	14,547	47,850	33,303
Capital gifts	-	-	-	-
Gain (loss) on sale of property, plant and equipment	(4,959)	(4,874)	(3,126)	1,748
Other changes in net assets	6,984	(200)	(200)	-
Net transfers	-	-	-	-
<b>Total other revenues, expenses, gains or losses</b>	<b>44,952</b>	<b>33,226</b>	<b>79,524</b>	<b>46,298</b>
<b>Change in net assets</b>	<b>71,494</b>	<b>70,478</b>	<b>97,910</b>	<b>27,402</b>



# BOSTON CAMPUS



### ***FY17 Boston Campus Budget Overview***

The strategic goals of the University of Massachusetts Boston (“UMass Boston”) are articulated in “Fulfilling the Promise”, the strategic plan of the institution since 2010. UMass Boston is committed to supporting access and opportunity through growing enrollment, expanding programs, improving student success, and enhancing its international reach and status as a research university. To support these aspirations over the past five years, the University has been investing in (a) services to support higher enrollment, retention, and graduation rates, (b) growing the number of tenure-stream faculty and the expanding the research and scholarship enterprise, and (c) sustaining and renewing the physical and information technology infrastructure. All these efforts are focused on ensuring resources are allocated in support of the mission and strategic goals of the institution.

UMass Boston submits for approval a fiscal year 2017 (“FY17”) operating budget of \$429.6 million. Key elements of the FY17 budget include:

- Enrollment of 17,430, 400 students and 2% higher than last fall
- Tuition and Fee increases of \$753 for in-state undergraduate students and \$1,100 for in-state graduate students.
- Continued transformation of the campus, with the public-private partnership residence hall project, Utility Corridor Roadway and Reconstruction (UCRR), renovation of existing academic buildings (REAB), construction of a parking garage, and other supporting capital projects
- Support for collective bargaining agreements
- Continued efficiency and effectiveness initiatives
- Changes to align spending to expected revenue, enabling the university to have a 0.5% operating margin

### ***Campus Strategic Plan***

UMass Boston’s 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 university accomplished abundant progress during the first five years of the 15-year plan, meeting many objectives and advancing many others. This was highlighted in the recent New England Association of Schools & Colleges (“NEASC”) accreditation report, “acknowledging the University’s many strengths, including its well-developed general education program; the strong foundation for assessment that has been established; an “impressive, diverse array” of University-community partnerships; “noteworthy progress” in reducing dependence on part-time faculty and achieving the institutions’ goals for faculty diversity; and an “ambitious, well-defined capital program” that has enabled attention to deferred maintenance, construction of new facilities, and more effective use of existing space”<sup>1</sup> The NEASC Evaluation Team, in its report, cited “the rapidity of the intentional transformation the University is undergoing, building on programmatic and faculty strengths to complements it historic mission as an urban-servicing public University with a large cadre of undergraduate commuters, while also building residential communities supportive of student success and research, graduate, and professional programs at the competitive levels expected of a Carnegie high-activity research university.”<sup>2</sup>

***FY17 Revenue***

In FY17, total revenue from all sources is projected to be \$431.9 million, an increase of \$36.2 million and 9.2% over last year.

Student tuition and fee revenue is projected to be \$204.8 million, an increase of \$21.2 million and 11.5% over last year. Revenue growth is a function of: enrollment growth, \$3.0 million (net), and tuition increases \$9.5 million. Changes in pricing some fall/spring face-to-face courses, previously priced as continuing education fees, to regular tuition is projected to yield an additional \$1.0 million. And changes to increase net effective revenue from graduate students is also expected to generate additional revenue in FY17. Consistent with prior trends, an increasing portion of total revenue is from student tuition and fees; in FY17 this revenue source will comprise 47.4% of total FY17 revenue.

<b><u>In-State Undergraduate</u></b>	<b>FY 16</b>	<b>FY 17</b>	<b>\$ Change</b>
<b><u>Tuition &amp; Mandatory Fees</u></b>			
Boston	\$12,682	\$13,435	\$753

Sponsored grants and contracts activity is projected to be \$54.9 million, an increase of \$2.6 million and 5% over last year. More research active, tenure-stream faculty and new facilities in the Integrated Science Complex (“ISC”) are supporting the expansion of sponsored activity.

State support is projected to be \$127.2 million, an increase of \$10.9 million and 9.4%. The estimate of the annual state appropriation is consistent with System Office guidance. The reported increase reflects higher state support of fringe benefits on employees paid from the state appropriation. The benefit rate is projected to go from 30.82% to 35.16%.

<sup>1</sup> NEASC memo to Dr. J. Keith Motley, January 20, 2016.

<sup>2</sup> *Report to the Faculty, Administration, Trustees, Students of the University of MA*, Boston, February 2016.



### ***FY17 Expenditures***

Total expense, including operating and interest expense, is projected to be \$429.6 million, an increase of \$26.1 million and 6.5%.

Compensation, including payroll and fringe benefit expense, is projected to be \$285.1 million, an increase of \$18.6 million and 6.5% compared to last year. The increase in expense is in support of these activities and commitments:

- full funding of collective bargaining agreements, \$7.5 million
- expanded sponsored grants and contracts activity, \$0.5 million
- continued growth in tenure-track faculty with 13 new hires, \$0.7 million
- new facilities hires to support maintenance and operations of the Integrated Science Complex and University Hall, \$0.4 million
- fringe benefit support at higher FY17 rates, \$9.5 million

The university has historically had a student faculty ratio well-below peer institutions. Planned and intentional changes toward increasing the ratio are expected to result in a reduction in compensation expense. A preliminary estimate of cost savings, from fewer NTT faculty, is reflected in the forecast.

For many years, depreciation expense for UMass Boston was low, very much an outlier compared to peers. This reflected a physical infrastructure in which a majority of the buildings were fully-depreciated, and little investment had been made for decades. Financial results in FY17 reflect continued progress toward transforming the campus, consistent with the Board approved capital master plan. Depreciation expense in FY17 is projected to be \$22.8 million, an increase of \$3.7 million and 19.4%. Debt service on existing borrow funds is expected to be \$11.3 million, an increase of \$1.7 million and 17.3%.

Non-personnel expense is projected to be \$103.9 million, an increase of \$10.5 million and 11.2%. One of the largest factors in this increase is utilities, reflecting full operating costs for two new buildings.

Expense reductions needed to balance the budget are reflected in the budget. Options under consideration are included in the section ***Campus Budget Reductions***.

### ***FY17 Enrollment – Recent history and projected enrollment changes***

UMass Boston has experienced healthy growth in enrollment, consistent with strategic plan aspirations. Enrollment reflected in the FY17 budget is as follows:





<b>BOSTON</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
UG - In State	8,377	8,563	8,773		
UG - Out State	1,702	1,808	1,837		
<b>UG Total</b>	<b>10,079</b>	<b>10,371</b>	<b>10,610</b>	<b>239</b>	<b>2.3%</b>
G - In State	1,722	1,709	1,756		
G - Out State	1,033	1,117	1,138		
<b>G Total</b>	<b>2,755</b>	<b>2,826</b>	<b>2,894</b>	<b>68</b>	<b>2.4%</b>
<b>TOTAL ALL</b>	<b>12,834</b>	<b>13,197</b>	<b>13,504</b>	<b>307</b>	<b>2.3%</b>

The percentage of resident versus non-resident students in both undergraduate and graduate populations is expected to remain stable; the FY17 forecast is based on FY16 enrollment mix. Total enrollment (HCT) in FY17 is 17,430, an increase of 400 (300 undergraduates, 100 graduate) or 2.3% vs. FY16. The total breakdown of enrollment (HCT) in FY17 is 11,129 undergraduate in-state, 2,120 undergraduate out-of-state, 2,711 graduate in-state, and 1,470 graduate out-of-state.

***FY17 Staffing - Recent history and projected staffing changes***

Employment over the past few years has reflected a deep commitment to student success and expansion of the research and scholarship enterprise. The FY17 budget reflects a renewed commitment to find economies of scale in instructional areas and in the provision of support and overhead services.

The campus will be moving from a student-to-faculty ratio, currently reported as 14.5 to 1, to 17.0 to 1. Employment levels will reflect these changes.

In FY16, the Vacancy Review Committee was activated. The Committee reviews all requests to fill vacant, full-time positions, ensuring the position is meeting critical needs of students and the university. Discussions are underway regarding other effective ways to slow the pace of hiring, while at the same time ensuring a quality experience for students.

<b>BOSTON</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	878.0	897.0	841.0
Professional	882.0	885.0	885.0
Classified	446.0	451.0	459.0
<b>TOTAL</b>	<b>2,206.0</b>	<b>2,233.0</b>	<b>2,185.0</b>



***FY17 Programs – Planned changes***

FY17 will be committed to consolidating successes achieved in the first five years of the strategic plan, and aligning staffing and spending to ensure financial viability over the planning horizon. There are no significant program changes reflected in the FY17 budget.

***Key Metrics***

The FY17 budget reflects a balance budget, with operating margin at 0.5%. The debt service ratio is projected to be 5.4%, well-within the target of 8.0%. Historically, UMass Boston has had a healthy primary reserve ratio, as reserves were accumulated to support investment in the capital master plan. The FY17 primary reserve ratio reflects this investment, moving from 11.3% in FY16 to 6.0% in FY17.

UMass Boston	FY17
<b>Operating Margin</b>	<b>0.5%</b>
Revenues	431,866
Expenses	429,607
Surplus/(Deficit)	2,259

*Graduation Rates (6-yr rate) – FY15 42.1%, FY14 43.6%*

***Retention Rates***

*Freshmen FY15 79.7%, FY14 77.5%*

*Transfer students FY15 78.4%, FY14 76.3%*

***Campus E&E Efforts***

UMass Boston is committed to supporting efficient and effectiveness initiatives with the System Office and at the campus level. The campus regularly reviews our practices and policies to ensure best practices are deployed whenever possible.

With the leadership of Chancellor Motley, as the Board of Trustees liaison for the UMass Purchasing Council, the campus continues to work closely with the UMass Purchasing Council to review spend data to identify opportunities for joint, system-wide contracts. UMass Boston has also benefitted from system-wide procurements for office supplies and we have executed net excess generation credits which we anticipate receiving later in calendar year 2016. Also, the campus continues to accrue benefits realized with the use of BuyWays including the expansion of catalog vendors, another UMass System initiative.

There are a number of either projected or ongoing energy conservation measures, as well as utility incentive programs. University Hall, the campus’ new academic building will benefit from Eversource Energy Efficiency incentives totaling approximately \$80,000. As well, the ISC with its high efficiency lighting, daylight harvesting, occupancy sensors, lab airflow reducers, variable speed drives and building envelope upgrades will benefit from a projected annual savings and cost avoidance of over \$240,000, along with incentive payments (NSTAR and



National Grid) of over \$290,000. Other energy improvements that will result in a cost savings of approximately \$570,000 include improvements to the Utility Plant with upgrades to the boilers, addition of a variable primary chilled water system, installation of variable speed drives to saltwater pumps and boiler pumps. The campus also negotiated with National Grid for the development and construction of an expanded gas distribution system thereby providing a cost avoidance of over \$1,300,000.

### ***Campus Budget Reductions***

UMass Boston is committed to meeting financial targets for FY17. In order to do this, \$25.7 million of revenue and expense solutions must be identified and realized during the fiscal year. These are the higher-value changes currently being considered:

- Reducing the number of graduate student stipends and associated tuition credits
- Increasing fees for online courses
- Additional student tuition & fee revenue, with tuition rate increases at 6% and 7%
- Realizing additional out-of-state tuition, with associated fringe benefit support
- Reducing base budget authorization in all areas
- Reducing service levels in shuttle and cleaning services
- Deferred IT investment
- Increasing student-to-faculty ratio
- Change in depreciation (University Hall), due to delay in bringing the building in service

### ***Conclusion***

The FY17 budget reflects continued growth in both undergraduate and graduate enrollment, along with the transformation of the campus. While continuing to expand, the University takes pride in expanding the diversity and strengthening the quality of the student body. Diversity in the undergraduate population has grown to 55%, and the incoming SAT scores (combined) of incoming freshmen has moved from 843 to 1,137 since fall 2012<sup>3</sup>, with Pell grant recipients representing over 43% of the total undergraduate student population.

Actions to achieve a balanced budget will require actions which will likely be felt in areas across campus. These actions will be done in ways which minimize the effect on students, and allocate resources to those activities more closely aligned to the mission and strategic plan of the university.

### ***Attachment: Statement of Revenue Expenses and Change in Net Position***

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<sup>3</sup> 2015 Statistical Portrait, Table 12



	FY15	FY16 Projected	FY17	FY16-17 Variance
<b>Boston- Statement of Revenues, Expenses and Changes in Net Position</b>				
<b>Operating revenues</b>				
Net tuition and fees	169,657	183,545	204,819	21,274
Government grants and contracts	37,195	39,919	41,948	2,029
Private grants and contracts	10,829	11,705	12,290	585
Local grants and contracts	537	610	640	30
Sales and services of educational activities	4,197	3,965	3,965	-
Auxiliary enterprises	9,211	7,423	7,508	86
Other revenues	854	538	538	-
<b>Total operating revenues</b>	<b>232,480</b>	<b>247,704</b>	<b>271,709</b>	<b>24,004</b>
<b>Operating expenses</b>				
Salaries & Fringe	244,755	266,519	279,031	12,512
Non-personnel expense	95,721	93,407	100,290	6,883
Scholarships and fellowships	12,254	13,241	14,523	1,283
Depreciation	16,572	20,820	24,418	3,598
Amortization	-	-	-	-
<b>Total operating expenses</b>	<b>369,302</b>	<b>393,987</b>	<b>418,262</b>	<b>24,276</b>
<b>Operating Surplus (Deficit)</b>	<b>(136,822)</b>	<b>(146,282)</b>	<b>(146,554)</b>	<b>(271)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	-	-	-	-
State appropriations	110,295	116,305	127,230	10,925
Local appropriations	-	-	-	-
Gifts	3,149	2,844	2,929	85
Investment and endowment return	4,480	7,777	8,100	323
Interest expense	(8,133)	(9,674)	(11,345)	(1,671)
Non-operating Federal Grants	23,439	24,106	25,026	920
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	487	1,470	1,470	-
<b>Total non-operating revenues (expenses)</b>	<b>133,717</b>	<b>142,828</b>	<b>153,411</b>	<b>10,582</b>
<b>Income (loss) before other revenues, expenses, gains or loss</b>	<b>(3,105)</b>	<b>(3,454)</b>	<b>6,857</b>	<b>10,311</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	35,290	17,513	12,450	(5,063)
Capital grants	1,118	1,000	1,000	-
Capital gifts	-	-	-	-
Gain (loss) on sale of property, plant and equipment	(3,516)	(1,000)	(1,000)	-
Other changes in net assets	(347)	(1,298)	(1,298)	-
Net transfers	-	0	0	-
<b>Total other revenues, expenses, gains or losses</b>	<b>32,545</b>	<b>16,215</b>	<b>11,152</b>	<b>(5,063)</b>
<b>Change in net assets</b>	<b>29,440</b>	<b>12,761</b>	<b>18,009</b>	<b>5,249</b>

# DARTMOUTH CAMPUS

***FY17 Dartmouth Campus Budget Overview***

The University of Massachusetts Dartmouth (UMassD) is pleased to submit a proposed Fiscal Year (FY) 2017 Operating Budget of \$254.6 million. Assumptions contained in this proposal include:

- No increase in base state appropriation.
- In-state student tuition increase of \$596 per student and a 5 percent increase in all other tuition and fees.
- Fall 2016 enrollment increases of .89 percent for undergraduates, .8 percent for graduate students, and no increase for the law school.
- Strong summer University Extension enrollment.
- Aggressive efficiency and effectiveness efforts outlined later.
- Continued emphasis on modernizing enrollment and advancement systems.
- Overall debt reduction of \$1 million due to our housing debt maturing. This will reduce our debt to 7.4 percent.
- Housing occupancy rate of 90 percent.
- Opening of the new wing of the Charlton College of Business (CCB) on-time and on-budget.
- Fall 2017 opening of new School of Marine Science and Technology facility in New Bedford.
- A Financial Cushion of 6.5%.

The FY17 operating budget still shows an estimated negative operating margin of 1.4 percent or \$3.435 million. This negative margin results from salary increases of \$4.682 million and a 14 percent increase in the state-imposed fringe benefit and payroll tax rate. In order to balance the budget and preserve our academic programming and student experience, we have implemented a selective hiring freeze, and are reviewing additional options including a reduction in force, beginning with the elimination of temporary positions. We project that these actions will save \$2.44 million.

In order to meet academic programming, we are still planning to fill \$3.3 million of currently vacant positions, which also includes fringe benefits of \$1.1 million.

***Budget Process***

For FY17, we implemented a schedule of meetings with the Cabinet as well as bi-weekly meetings with Deans to review budget information. Members of the budget team increased outreach to departments across the campus, as well as the Faculty Senate, to present information and receive feedback. For FY18, the process will be more formalized with a committee assigned to regularly review information with specific outcome dates for implementation.

We have used the University strategic plan – UMassDTransform2020 – as our guide for our dialogues and decision-making.

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

**Goal 1: Innovative and High-Impact Research and Academic Programs**

***University Extension-Continuing Education Efforts***

University Extension (UE) continues to expand its online and hybrid degree offerings, adding an Accelerated BS in Nursing program, starting in Fall 2016. UE is also working with the Charlton College of Business on a proposed online BS degree completion program in Healthcare Management, and with the College of Nursing on an MS in Nursing for Spring 2017. The staff is recruiting new cohorts to begin our MBA program at corporate locations, and plans to expand this successful onsite/online MBA model to new locations in Spring 2017.

UE recently launched the TargetX CRM which will assist us in increasing our conversion of inquiries to applicants, and then applicants to enrolled students. This improved sales technology, matched with improved UE application processing and UE staff investments, will result in continued growth in online and continuing education enrollment.

**Goal 2: Integrated Student-Centered Experiences**

An experienced dining consultant completed an evaluation of our meal plan offerings in FY16. The results of the surveys and meetings indicated a student preference for more options, snack money increases, etc. As a result, a new platform for dining has been rolled out to students. These range from a premium Platinum Membership to a Bronze “Apartment-Style” Membership. The cost of these plans is greater than in FY16, but these plans will meet student requests.

The campus upgraded our baseball and softball fields in FY16. This allowed our teams to return from off-campus sites to our facilities. The Campus is upgrading Cressy field (football, lacrosse, etc.) in FY16 and FY17. This work will allow six varsity sports to safely play on an updated field that meets NCAA specifications.

The College of Arts and Sciences opened LARTS Commons in FY16. The area is a technology-rich learning and study space for students. The area offers Pods with Interactive Projections, Power Where you Need It, Color Copy, Print & Scan, and Computer Workstations.

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

The Dartmouth Campus set a goal of Carnegie Doctoral Status in 2020. This goal was achieved in December 2015 – five years early. The Campus will continue to focus on excellence in research, scholarship, and innovation to maintain its DRU status.

The Law School had its final visit from the American Bar Association and the team was impressed with the commitment by the University System as well as the Campus to support the only Public Law School within the Commonwealth.

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

***Community College 4 Year Degree Collaboration***

UMass Dartmouth signed a 4 year, \$30,000-degree collaboration with Cape Cod Community College. Under the agreement Cape Cod Community College students completing the Associate in Liberal Arts or Associate in Science Business degree programs will transfer into Bachelors of Arts or Bachelors of Science Online Degree Completion Programs at UMass Dartmouth. The UMass Dartmouth degree completion options will include General Business Administration, Liberal Studies, Political Science, and Women's & Gender Studies.

Students will pay \$10,000 for the community college portion of the program and \$20,000 for the University portion. Students will also be eligible for additional financial aid that could further reduce the cost. The program, one of the first programs of its kind in Massachusetts, will save the typical student an estimated \$5,000 over the four years.

***International Outreach***

Dartmouth continues to increase its international student population. In July, an Office of International Admissions was created that will result in a growing number of overseas "direct admits" to the university. In January, the first cohort from a newly created ESL program began taking classes. Relationships with new strategic partners have been created in China and India, as well strengthening those with existing partners. All efforts should witness a robust international student body.

*Goal 5: Infrastructure and Processes in Support of Excellence*

***Efficiency and Effectiveness Efforts***

The Dartmouth campus has been a leader in the development of E&E for our campus as well as the UMass system, and has implemented or is in the process of implementing the following measures:

**Centralized Shared Accounts Payable**

This project allows for improved internal controls through redeployment of resources as the campus transfers invoicing processing to the Central office.

In spring 2016, we began to focus on the transfer of some accounts payable functions to Shrewsbury. We expect finalization in the summer of 2016. We are also examining the potential to migrate additional accounts payable functions to central administration with the implementation of two new modules associated with Buyways, Digital Mailroom, and



AP Director. The use of these electronic purchasing and payment systems will enhance customer services by reducing cycle times and creating transparency. It is anticipated that a salary savings of \$50,000 will be realized as well as a redeployment of another AP function to a financial reporting position.

#### Multi-Print Device Initiative

The campus is in the final stages of an analysis and feasibility study of further optimization of print devices with mobile print capability. The campus, through an inventory and operational analysis of devices, will develop a report on the potential to reduce overall costs associated with printing on campus while enhancing customer service, transparency, and access. The ultimate future state will ensure that the academic community has equal and efficient access to scanning devices to facilitate the delivery of digital material and advancement of the paperless initiative.

Since 2011 UMassD has reduced the number of print devices on campus by 30 percent. This has translated to approximately \$40,000 annually in the reduction in toner purchased. Additional cost reductions of approximately \$32,000 were achieved from not replacing devices taken out of operation during this time. A new agreement with Xerox was negotiated that resulted in an additional \$120,000 annual savings. These steps provide savings of \$192,000 annually, without implementing the optimization portion. The print optimization analysis will be completed by June 2016 with a projected FY17 additional savings of \$60,000.

#### Paperless Travel Expense Reporting

In the last six months Dartmouth has migrated to a paperless travel program, no longer requiring original paper receipts to be submitted. This conforms to industry best practices which provide the majority of invoices electronically. Utilizing the functionality in PeopleSoft Expense Report travelers can upload invoices to their expense reports. Customer service is enhanced as travel reimbursements are processed in a shorter time period and there is minimal burden of filing hardcopies for record retention. All supporting documents are retained electronically creating operational efficiencies with managing paper and filing.

#### Outsource all credit card payments, except deposits

The Dartmouth campus has outsourced the processing of credit card payments for tuition and fee related balances to be in line with all other campuses within the UMass system. Students have the ability to pay by electronic check (eCheck) at no additional cost. The initial estimate for savings for FY16 is \$145,000 with an estimate of additional savings of \$145,000 for FY17. Total annual savings is projected at \$290,000 in FY17 after full implementation. Students may pay their initial \$200 deposit with a credit card – thus allowing for ease of enrollment.

### Janitorial Supplies

The Dartmouth Campus is the creator and lead of this project for the University System. Currently, a University System RFP process is being developed for three of the five UMass campuses. There are approximately 2,000 items being purchased of which preliminary analysis suggest that they represent 100 to 150 products. The objective is to create a janitorial supplies standard across the campuses that will create operational efficiencies, be green “Sustainable,” and drive product costs down. The awarded vendor will participate in UMass Buyways improving ordering and data efficiencies.

### Electronic Sourcing Solution

An RFP was issued for an on-line bidding/sourcing tool during the spring of 2016. This tool will allow for on-line bid issuance and reverse auction capability. It is designed to expedite and streamline the bid process and allow for an increase in number of University bids issued. The procurement office at the Dartmouth campus has initiated and is leading the project. UMass Dartmouth has completed a preliminary Request for Information and presented the results and opportunity to the Purchasing Counsel. The determination of the Counsel was to proceed with the RFP, as it will expand our capacity and ability to perform requests for proposals. This will position the University System to drive operational expenditure costs down, improving the maximization of available funding to be directed toward core mission strategies.

### Online Orientation

The On-Line Orientation replaces three Transfer Orientation Days (January, June and August) resulting in an annual savings of \$36,000. The costs associated with three days of orientation for transfer students was \$12,000 per day. This fully automated On-Line Orientation will also allow the University to realize work-time savings, with reduced incoming calls and emails from newly accepted students and their parents.

### E&E Summary

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

***FY17 Revenue***

<b>In-State Undergraduate</b>	<b>FY 16</b>	<b>FY 17</b>	<b>\$ Change</b>
<b>Tuition &amp; Mandatory Fees</b>			
Dartmouth	\$12,588	\$13,188	\$600

Dartmouth has included a \$600 increase in tuition and operating fees for in-state undergraduate students and calculated our budget with a \$700 increase for in-state graduate and a \$1300 increase for out-of-state undergraduate students.

***FY17 Enrollment – Recent history and projected enrollment changes***

<b>DARTMOUTH</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
UG - In State	6,225	6,128	6,187		
UG - Out State	419	412	411		
<b>UG Total</b>	<b>6,644</b>	<b>6,540</b>	<b>6,598</b>	<b>58</b>	<b>0.89%</b>
G - In State	673	623	628		
G - Out State	613	565	569		
<b>G Total</b>	<b>1,286</b>	<b>1,188</b>	<b>1,197</b>	<b>9</b>	<b>0.76%</b>
<b>TOTAL ALL</b>	<b>7,930</b>	<b>7,728</b>	<b>7,795</b>	<b>67</b>	<b>0.87%</b>

***Retention/Persistence Efforts***

The University of Massachusetts Dartmouth is reporting an average of 76.8 percent retention rate for first-year first-time/full-time students 2012–2014. With initiatives such as first-year experience courses for each college, substantive programming addressing students in academic jeopardy, and wrap-around services for students, the campus is continuously providing intentional supports to address retention and persistence.

This year, the campus experienced an increase from 63.8 percent for cohort 2012 to 70.5 percent second year retention rate for cohort 2013. Implementing a persistence analytic tool, the Student Success Collaborative offers opportunities for advisors, academic departments, and colleges to identify risk factors for progression using analytics. Targeted campaigns for “at-risk” student outreach, which were initiated by advisors, and utilization of mid-semester reports for 1<sup>st</sup> and 2<sup>nd</sup> year students, are examples of efforts addressing retention and persistence.

The University has also committed to revising the withdrawal process, which will promote opportunities to address “stop-outs.” Reviewing the 2009 cohort, our six-year graduation rate is at 45.6 percent. The average graduation rates of our peers (comparative and aspirant) is 47 percent,

however, our comparative peers averaged 42 percent. According to the IPEDS Data Center, all public 4-year institutions report at 46 percent, which is comparable to our graduation rate.

***FY17 Staffing - Recent history and projected staffing changes***

<b>DARTMOUTH</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	451.1	470.6	484.0
Professional	358.8	349.2	353.7
Classified	375.2	374.6	378.9
<b>TOTAL</b>	<b>1,185.1</b>	<b>1,194.4</b>	<b>1,216.6</b>

A critical needs process was implemented in FY16. The process included a high level review of requests for new positions. For FY17 each department and area are in review for possible re-alignment of existing staff levels.

***FY17 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. 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 their students.

In conjunction with the Academic review of course offering a review of all non-academic programming is in process as well as strategic reductions in staffing.

**Key Metrics**

UMass Dartmouth	FY17
<b>Operating Margin</b>	<b>-1.4%</b>
Revenues	250,050
Expenses	253,485
Surplus/(Deficit)	(3,435)

Dartmouth projects a negative 1.4 percent operating margin for FY17. The campus operating expenses will increase 6.91 percent. This negative margin is after reductions in personnel and operating expenses. Salaries are projected to increase at 3.0 percent while the state mandated fringe rate will increase to 35.17 percent – a greater than 14 percent increase. The campus is planning an increase in institutional aid of 4.30 percent to assist students with the tuition and fee increase.

**Conclusion**

The Dartmouth Campus is committed to developing sustainable, efficient and effective services aligned with UMassD Transform 2020 Strategic plan. The campus has executed numerous initiatives to improve our service excellence through the University's commitment to benchmarking our efficiencies. This has allowed the campus to anticipate and proactively align services, decrease expenses, and seek revenue opportunities. The Dartmouth campus remains dedicated to continuing to drive initiatives on the campus or lead system projects that will advance efficient and effective business practices.

**Attachment: Statement of Revenue, Expenses and Changes in Net Position**

	FY15	FY16 Projected	FY17	FY16-17 Variance
<b>Dartmouth- Statement of Revenues, Expenses and Changes in Net Position</b>				
<b>Operating revenues</b>				
Net tuition and fees	72,269	74,824	79,655	4,832
Government grants and contracts	13,858	12,738	12,738	-
Private grants and contracts	3,560	3,582	3,582	-
Local grants and contracts	343	359	359	-
Sales and services of educational activities	40	40	40	-
Auxiliary enterprises	47,374	48,533	51,203	2,670
Other revenues	6,447	4,267	4,385	118
<b>Total operating revenues</b>	<b>143,891</b>	<b>144,343</b>	<b>151,962</b>	<b>7,619</b>
<b>Operating expenses</b>				
Salaries & Fringe	138,028	141,939	150,371	8,433
Non-personnel expense	54,923	66,289	72,165	5,876
Scholarships and fellowships	7,442	4,899	5,110	211
Depreciation	16,663	17,331	17,583	252
Amortization	-	-	-	-
<b>Total operating expenses</b>	<b>217,056</b>	<b>230,457</b>	<b>245,229</b>	<b>14,772</b>
<b>Operating Surplus (Deficit)</b>	<b>(73,165)</b>	<b>(86,115)</b>	<b>(93,267)</b>	<b>(7,153)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	-	-	-	-
State appropriations	70,006	75,931	80,338	4,407
Local appropriations	-	-	-	-
Gifts	-	-	-	-
Investment and endowment return	3,590	2,505	2,887	382
Interest expense	(8,252)	(7,565)	(8,256)	(691)
Non-operating Federal Grants	12,792	12,425	13,000	575
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	1,413	440	440	-
<b>Total non-operating revenues (expenses)</b>	<b>79,549</b>	<b>83,737</b>	<b>88,410</b>	<b>4,673</b>
<b>Income (loss) before other revenues, expenses, gains or loss</b>	<b>6,384</b>	<b>(2,378)</b>	<b>(4,857)</b>	<b>(2,479)</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	5,576	13,122	26,578	13,456
Capital grants	11,400	-	-	-
Capital gifts	-	1,000	-	(1,000)
Gain (loss) on sale of property, plant and equipment	(1,183)	(200)	(100)	100
Other changes in net assets	(26,884)	(3,101)	(1,397)	1,704
Net transfers	-	-	-	-
<b>Total other revenues, expenses, gains or losses</b>	<b>(11,091)</b>	<b>10,821</b>	<b>25,082</b>	<b>14,260</b>
<b>Change in net assets</b>	<b>(4,707)</b>	<b>8,444</b>	<b>20,225</b>	<b>11,781</b>



# LOWELL CAMPUS



## **Overview**

The University of Massachusetts Lowell submits for review and approval its Fiscal Year 2017 Operating Budget totaling \$419.3 million. This budget reflects current (June 2016) assumptions about the state appropriation allocation and student charge decisions on campus finances.

The Fiscal Year 2017 Operating Budget Statement for the University of Massachusetts Lowell presents a general plan for the year and outlines our priorities, resources and planned use of funds in FY 2017. The document considers the FY2015 actual financial statement results, the forecasted results for FY2016 and the projected outcome for FY2017 based on the campus budget planning and parameters established by the President's Office.

Key elements of the FY2017 budget include:

- State appropriation that reflects a reduction in funding from FY2016 and no funding for the FY2017 costs of collective bargaining increases for state-funded employees that total \$4.6 million.
- The cost of providing fringe benefits is projected to increase 18% in FY2017 which adds \$7.6 million to our personnel costs.
- Projected 6.5% increase in revenue from tuition and fees due (net of financial aid) to student charge increases for in-state and out-of-state students and growth in undergraduate, graduate, out-of-state and continuing studies enrollment. Enrollment growth and rate increases are also driving 4.0% increase in auxiliary revenues.
- Other cost drivers include depreciation, operations and maintenance expenses and continued investments for the campus Division 1 and recreation program upgrades.
- To achieve the bottom-line budgeted for FY2017, the campus will reduce funding in a number of areas that will impact operations and our ability to achieve some of our strategic goals including: increasing the student/faculty ratio at least 18 to 1; further reduce staff and operating budgets in facilities, transportation, marketing, fundraising, athletics and other areas.

The overall result of the changes in budgeted revenues and expenses for FY2017 is a projected \$2.07 million surplus or a 0.4% operating margin. On an operating cash flow basis (adding back depreciation, and deducting capital expenditures and debt principle) the University expects a better outcome. However, if the final state appropriation allocation to the Lowell campus is less than what is built into this budget and/or if the University does not support the student charge increases requested, the campus will have to implement more drastic budget solutions than those that are already planned which will stunt the campus strategic growth plan.





## **UMass Lowell 2020 Strategic Plan**

UMass Lowell formally launched the public phase of *Our Legacy, Our Place: The Campaign for UMass Lowell* in April 2016. This comprehensive fundraising campaign has a goal of \$125 million by 2020 and five clearly defined priorities consistent with the vision outlined in our strategic plan:

- Increase student scholarships to alleviate the student debt burden;
- Invest in first-rate faculty;
- Enhance our facilities and campus;
- Bolster our Division I athletics program; and
- Strengthen our alumni engagement.

The University of Massachusetts Lowell embarked on its strategic planning process six years ago to craft a bold vision for its future and map out a blueprint to achieve its ambitious goals by 2020. Stakeholders from across the university community came together and articulated a clear vision that defined our values as an institution, laid out our direction for the future and set the strategies to bring our plan to life. [UMass Lowell 2020 Strategic Plan](#).

In the intervening years, the campus has made great progress in every area. Enrollment has climbed, research flourished, 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.

From the outset, the campus committed that the strategic planning process would be an open, transparent, inclusive and iterative process. To that end, over 250 faculty and staff have engaged in thoughtful meetings, consultations and retreats to constantly update and revise the direction and benchmarks that define UMass Lowell 2020. Now, midway through the process, we are updating our 2020 plan to map our course for the next five years. As a university we have identified the strategic imperatives – our five Pillars of Excellence -- that must be pursued to continue the forward momentum. These imperatives will guide us as we plan for the future ([Pillars of Excellence](#)).

The UMass Lowell 2020 Report Card ([UMass Lowell Report Card](#)) is published annually and benchmarks our progress on the key indicators that we as a University have identified as being critical to our success.

Enrollments grew 50% between 2007 and 2015 and are projected to grow 3.2% this Fall. UMass Lowell is expanding out-of-state and international enrollments, Master's and on-line enrollments and is focused on increasing the retention and persistence of current students to maintain enrollment levels and improve student outcomes. This growth *has not* come at the expense of selectivity, quality or diversity. Sponsored research funding has increased 72%. The campus facilities master plans will address the pressures of current and future growth including demand for new academic programs and residential and recreational facilities and the continued need to



renew facilities with systems that show signs of obsolescence and address the backlog of deferred maintenance.

**A critical element of the strategic plan is that it be financially sustainable into the future.** The campus multi-year financial planning targets and annual operating budget goals are directed toward achieving positive annual operating margins, building sufficient reserves and maintaining a debt service ratio under the University policy cap of 8 percent. The strategic plan and updates to the campus multi-year financial plan and capital plan are reviewed annually by the President's Office and the Board of Trustees and have received support.

Enrollment growth has been a driving force behind the success of the strategic plan. Growing enrollments, resulting from growing demand, has created economies of scale in facilities use and service delivery and generated the additional revenues to make further investments in those areas that would improve student success and enhance the quality of the academic and research program including the many new and renovated facilities across all three campuses.

The campus has embraced and is implementing many academic and administrative efficiency and effectiveness initiatives and ideas generated throughout the University system. It is through the combination of increasing revenues through enrollment, fundraising, sponsored research and entrepreneurial activities and controlling costs that will result in a financially sustainable future. Slowing down any of these efforts will impact progress.

### **FY 2017 Budget Planning Assumptions**

#### Revenues

##### *State Support*

The University of Massachusetts Lowell FY2017 operating budget utilizes the state appropriation allocation assumptions proposed by the President's Office. The FY2017 state appropriation allocation assumption of \$85.8M (with fringe, \$111.4M) does not include state funding to support bargaining unit raises for state funded employees or any new state funds above what was appropriated in FY2016. The cost of the unfunded negotiated wage increases (including the cost of fringe benefits) is \$6.2 million.

##### *Enrollment and Student Charges*

The Lowell campus anticipates an overall headcount enrollment increase of 3.2% for Fall 2016 to 18,000 students on the way to our 2020 target of 20,000. As indicated, UMass Lowell is expanding out-of-state and international enrollments, Master's and on-line enrollments and is focused on increasing the retention and persistence of current students to maintain enrollment levels and improve student outcomes. Out-of-state students represented 8.7% of undergraduates in FY2011; currently they represent 12.6% of undergraduates. The 2020 target is 15%.



<b>LOWELL</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
UG - In State	9,302	9,585	9,892		
UG - Out State	1,319	1,379	1,423		
<b>UG Total</b>	<b>10,621</b>	<b>10,964</b>	<b>11,315</b>	<b>351</b>	<b>3.2%</b>
G - In State	1,605	1,592	1,643		
G - Out State	1,144	1,064	1,098		
<b>G Total</b>	<b>2,749</b>	<b>2,656</b>	<b>2,741</b>	<b>85</b>	<b>3.2%</b>
<b>TOTAL ALL</b>	<b>13,370</b>	<b>13,620</b>	<b>14,056</b>	<b>436</b>	<b>3.2%</b>

The university has proposed increasing mandatory tuition and operating fees by \$780 for all in-state undergraduate students and \$780 for all in-state graduate and \$1650 for out-of-state undergraduates.

<b>In-State Undergraduate</b>	<b>FY 16</b>	<b>FY 17</b>	<b>\$ Change</b>
<b>Tuition &amp; Mandatory Fees</b>			
Lowell	\$13,527	\$14,307	\$780

The enrollment growth and student charge increases will result in an estimated 6.0% increase in tuition and fee revenue (net of financial aid). Enrollment growth and efforts to expand the residential experience for students will generate a 4.0% increase in revenues from Residential Housing and Food Services.

*Grants & Contracts*

Grant and contract revenue from all sources is projected to remain level in FY2017. The campus expects an overall increase of 3.5% in government grants and contracts. However, we have adjusted down our estimates for the Raytheon/Kuwait initiative in FY2017 which has slowed down resulting in net level growth.

Expenditures

The campus funded 140 new full-time faculty between FY2009 and FY2016 to meet enrollment growth and program needs and has budgeted faculty in FY2017 with a targeted 18:1 student faculty ratio. 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 intends to greatly limit any new staff hires in FY2017 to only those personnel essential to the health and safety of the campus community or are critical to enhancing student success and revenue growth. Salaries will increase 2.4% and benefits costs will increase more than 18% over FY2016; depreciation expense will grow 1.8% or \$2.6 million. Total campus operating expenditures will



increase 4.4%. As noted above, the overall result of the changes in revenues and expenses is a projected breakeven operating margin for FY2017.

<b>LOWELL</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	552.0	566.0	566.0
Professional	797.0	857.0	857.0
Classified	228.0	222.0	222.0
<b>TOTAL</b>	<b>1,577.0</b>	<b>1,645.0</b>	<b>1,645.0</b>

Additional funding to support the operations of the new facilities coming on-line, including a full-year of McGauvran and Riverview Suites and a partial year of the Pulichino-Tong Business Building expected to come on line mid fiscal year.

Capital Planning & Facility Improvements

During fiscal year 2017 the campus will continue to move forward with its highest priority capital projects and facilities renovation program despite a clear slowdown in state support for our capital plan.

The campus borrowed \$100 million in February of 2015 through UMBA to finance the McGauvran Dining hall renovation project, the Pulichino-Tong Business (PTB) School construction project and the acquisition of Perkins Apartments which will be purchased in July 2016 and converted to student housing by fall 2017. McGauvran opened in Spring of 2015 and the PTB project is moving towards completion in March of 2017. Additionally, the significant North Campus Quad pod project will be completed in the Fall of 2016. This project and the space that will be freed up with the occupancy of the PTB provide the campus a tremendous opportunity to begin the much-needed upgrades to the North Campus Science and Engineering buildings. Perry Hall design is moving forward despite the current pause in state capital funding.

Based on the most recent report done for the University by Sightlines, the campus has a deferred maintenance project backlog of \$640 million that should be addressed over the next 10 years.

Fifty-four percent of this backlog represents immediate needs (0-3 years) whereby critical facility subsystems such as HVAC, electrical and plumbing systems, building envelopes and roofs have already failed or are functioning at greatly degraded efficiency at great cost that will continue to increase.

In addition, the Sightlines report has identified the systems that will come to the end of their useful lives over the next ten years as well as those spaces that will need renewal so that they can continue to meet the programmatic needs of the campuses. Nearly 50% of the spending planned in the current five-year capital plan (FY2015-2019) will address this backlog. The repair and renovation



projects noted above, the large state and UMBA managed projects and targeted demolition will drive down the backlog.

Increased operating budget allocations to 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.

The campus has started or completed nearly all of the major new facilities to be funded with debt in the current five-year capital plan. Moving forward, the primary sources of funds for new facilities, renewal, renovations and deferred maintenance will be the state, gifts, campus operating budgets and other external sources. The multi-year capital and financial plans are in sync.

### Campus Efficiency and Effectiveness Update

Striving to improve services and support a sustainable financial future are key elements of the Entrepreneurial Stewardship Pillar of Lowell's 2020 Strategic Plan. Numerous E&E initiatives in recent years reflect our on-going commitment to these goals. The campus has initiated many E&E projects and programs related to Energy, Information Technology, Human Resources, Purchasing and Revenue Generation. The campus has recently added a new 2020 Committee under the Transformational Education Pillar of the Strategic Plan: Academic Effectiveness and Efficiency. This committee will focus on identifying and implementing E&E programs focused on improving student success, course and program delivery, enhancing collaborations with other colleges and universities, laboratories and industry partners. The committee will also look at ways to increase revenues through expanding the successful on-line program and enhancing our enrollment management activities to grow the number of out of state, international and Master's degree students.

#### *Workforce Management*

- The campus has implemented a second shift for facilities staff that will save on overtime and improve service delivery.
- Recent collective bargaining negotiations yielded many management improvements including modifications to employee spouse/dependent tuition benefits and a cap on employee accrual of sick leave to 120 for all new hires after July 1, 2015.
- Lowell implemented the Position Management module in Peoplesoft to provide more effective and efficient budget management of positions across the campus. We have established an Essential Hiring process resulting in the elimination, reallocation and deferral of nearly 40 positions. The Essential Hiring Committee will continue to review all positions that become vacant each month. Staff additions will be limited to those that are critical to the success of the strategic plan and to the safety and security of the campus community.

#### *Information Technology*

- The campus has a major campus-wide IT infrastructure improvement plan underway which includes the replacement of Core, Aggregate, and Edge Switching components. IT



and procurement services negotiated significant equipment and maintenance savings from current seller on contract price from the previous bid.

- In addition, IT and procurement services renegotiated the discount off of list price for our wireless solution contract increasing from 45% to 65.5% with our initial order getting a 68.5% discount.

#### *Sustainability*

- Lowell has coordinated efforts between a number of departments to improve our multi-year solid waste and recycling contracts to reduce costs and improve our recycling and food composting program including a food diversion program and a program to reuse student residential goods programs to support local non-profits.
- Our Environmental Management team secured a Federal grant to support our radiological waste disposal.

#### *Energy & Facilities Management*

- The campus has many on-going and significant energy efficiency projects including the major partnership with DCAMM on our \$26M Accelerated Energy Program. New additions include coordinated projects to update HVAC controls and units to improve energy efficiency; using data mining techniques with our improved control systems to understand and proactively solve control and device issues; and adjusting operations of all the fume hoods in the Saab ETIC building to operate more efficiently.
- The Lowell campus has partnered with DCAMM to be an early adopter of the new CAMIS facilities management system, Tririga. We have avoided significant costs, estimated at \$250K by not having to bid, purchase and install a separate facilities management software tool that would have to be integrated with the state CAMIS system.

#### *Revenue Enhancement*

- The campus has established a new unit - Hospitality & Events Services - focused on maximizing the use of facilities throughout the year to take advantage of our great venues and the many events that take place on campus and in the Greater Lowell region. We are expanding our conferencing and private events services to generate net new revenues for campus operations and facilities renewal.
- The division of Entrepreneurship and Innovation and our M2D2 research center have increased corporate sponsorships to enhance programming and support the operations of new facilities.

#### *Enterprise Risk Management*

- The University's ERM approach and focus will greatly enhance the efficient and effective delivery of critical services and mitigate potential losses or mitigation costs in the future. For example, we have revised revenue control procedures and training programs to improve revenue collections across the campus; a campus policy committee is reviewing, revising and standardizing all campus policies; comprehensive records management and IT Security programs have been launched.
- UMass Lowell recently secured a federal FEMA Grant to install an emergency generator at our recreation center so students could shelter in place under emergency conditions. We were awarded this grant because of campus efforts to develop a comprehensive Hazard Mitigation Plan that was approved by FEMA.



- The campus continues a multi-year program to install card access devices onto high hazard and high security doors throughout campus as well as interior and exterior surveillance cameras where appropriate.

#### *Coops & Internships*

- Providing “real world” experiential learning opportunities to students is critical to their development and a strategic differentiator for UMass Lowell. In FY15, 285 students participated in full-time academic coops. Many students also participated in part-time academic internships. Some of our vendor contracts include internship and/or employment opportunities for our students including: Casella Waste, OfficeMax, Extreme/Carousel, Westford Solar and Pepsi Co.

Finally, the Lowell campus continues to partner with the system office and other campuses on system-wide contracting and procurement initiatives to drive savings and control costs.

#### **Campus Budget Actions FY2016 and FY2017**

The University’s original FY2016 Operating Budget approved by the Board of Trustees had a planned deficit of -\$2.3 million consistent with the campus multi-year financial plan. However, in an effort to adjust to the current FY2017 planning environment and Board expectations, the campus has taken the following actions to adjust budgets further:

- Reduced funding for maintenance in FY2016
- Operational budgets adjusted to control costs including travel, events, and publications
- Personnel reductions through attrition, vacancy savings, and retirements
  - Hiring freeze (non-faculty) and monthly review of vacant positions by Executive Cabinet for essentiality. To date the campus has eliminated or repurposed 25 vacant positions and deferred another 20 position postings
  - Implement University Incentive Retirement Plan (URIP) for faculty (“round two”).

These adjustments allow the campus to forecast a \$1.6 million operating margin for FY2016.

In order to achieve the bottom-line budgeted for FY2017 the campus will be taking the following budget actions:

- Increase the student/faculty ratio to at least 18:1.
- Make further staff and operating budget reductions.
- Further reduce maintenance and not staff-up for new facilities. This will increase risk of system failures and add to the backlog.
- Reduce planned investments in Athletics.
- Reduce funding for campus transportation services. This will impact student life and our efforts to reduce greenhouse gases.
- Reduce investments in marketing and fundraising. This will impact recruitment, rankings and support for our capital campaign.



- Continue to defer the launch of the School of Pharmacy unless specific funding for this program can be obtained.

UMass Lowell		FY17
<b>Operating Margin</b>		<b>0.5%</b>
Revenues		440,277
Expenses		438,207
Surplus/(Deficit)		2,070

If the Lowell campus is required to achieve a bottom line that is more aggressive than what is budgeted, if the state appropriation is less than projected and/or our student charge recommendations are not supported by the Board of Trustees the campus will need to cut more in the areas outlined above. Additional budget cuts such as a reduction in financial aid and an increase in student/faculty ratio will significantly impact the quality of our programming and our ability to attract and retain students.

***Attachment: Statement of Revenues, Expenses and Changes in Net Position***





	FY15	FY16 Projected	FY17	FY16-17 Variance
<b>Lowell- Statement of Revenues, Expenses and Changes in Net Position</b>				
<b>Operating revenues</b>				
Net tuition and fees	164,963	180,940	189,386	8,447
Government grants and contracts	32,787	35,044	36,137	1,093
Private grants and contracts	10,903	9,936	8,783	(1,153)
Local grants and contracts	496	540	559	19
Sales and services of educational activities	66	122	125	4
Auxiliary enterprises	52,725	56,764	59,012	2,247
Other revenues	8,205	8,615	8,873	258
<b>Total operating revenues</b>	<b>270,145</b>	<b>291,960</b>	<b>302,875</b>	<b>10,915</b>
<b>Operating expenses</b>				
Salaries & Fringe	219,200	235,867	248,916	13,049
Non-personnel expense	111,693	122,426	123,062	637
Scholarships and fellowships	9,383	9,670	11,065	1,395
Depreciation	28,666	33,636	36,245	2,609
Amortization	-	-	-	-
<b>Total operating expenses</b>	<b>368,942</b>	<b>401,599</b>	<b>419,288</b>	<b>17,689</b>
<b>Operating Surplus (Deficit)</b>	<b>(98,797)</b>	<b>(109,639)</b>	<b>(116,413)</b>	<b>(6,774)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	-	-	-	-
State appropriations	96,633	104,435	111,417	6,982
Local appropriations	-	-	-	-
Gifts	3,159	3,958	4,300	342
Investment and endowment return	2,997	8,848	5,809	(3,039)
Interest expense	(18,371)	(21,952)	(18,919)	3,033
Non-operating Federal Grants	15,985	15,933	16,186	253
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	135	46	46	-
<b>Total non-operating revenues (expenses)</b>	<b>100,538</b>	<b>111,268</b>	<b>118,839</b>	<b>7,572</b>
<b>Income (loss) before other revenues, expenses, gains or loss</b>	<b>1,741</b>	<b>1,629</b>	<b>2,426</b>	<b>797</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	7,099	15,650	12,673	(2,977)
Capital grants	-	-	-	-
Capital gifts	10,666	10,455	5,000	(5,455)
Gain (loss) on sale of property, plant and equipment	(1,299)	(1,003)	(407)	596
Other changes in net assets	(1,748)	303	303	-
Net transfers	-	-	-	-
<b>Total other revenues, expenses, gains or losses</b>	<b>14,718</b>	<b>25,405</b>	<b>17,569</b>	<b>(7,836)</b>
<b>Change in net assets</b>	<b>16,459</b>	<b>27,034</b>	<b>19,995</b>	<b>(7,039)</b>

# MEDICAL SCHOOL

### ***FY17 Medical School Budget Overview***

The FY2017 operating budget for the University of Massachusetts Medical School (UMMS) prioritizes support for critical academic, infrastructure and research investments in furtherance of the campus mission, while taking into account a fiscal environment that will require use of available reserves in the coming year. In recognition of these ongoing financial challenges, UMMS continues to depend upon its Excellence Program, now in its sixth year, to assertively redesign and refine business and operational activities to protect and preserve resources for core mission areas. The operating budget reflects the campus leadership's diligent efforts to maintain adequate support for mission-critical programs and activities by actively managing and limiting non-essential and discretionary expenditures. Such an approach is necessitated by current fiscal realities, including modest state support and flat net revenue from the medical school's strategic business units.

UMMS continues attract the best and brightest students who, one day, will become the Commonwealth's future physician, nurse and research leaders. The School of Medicine, the largest of the three graduate schools, continues to be defined by excellence. Once again, the School of Medicine ranked in the top 10% for primary care education among all U.S. medical schools. According to national survey data, the School of Medicine also has one of the highest student satisfaction rates. The outstanding quality of medical students 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. The Graduate School of Nursing produces expertly trained and highly sought after graduates even as the landscape of advanced practice nursing changes: graduates from the Doctorate of Nursing Practice degree program, the Graduate Entry Pathway and the traditional doctoral program are meeting important needs in areas of practice, education and research for the campus and the region. The Graduate School of Biomedical Sciences, by attracting a highly regarded applicant pool with 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.

A dynamic and cutting-edge research enterprise augments the medical school's outstanding educational environment. The UMMS research enterprise, which now ranks 33<sup>rd</sup> among all medical schools for NIH funding, an incredible accomplishment for a relatively young institution, is driven by internationally renowned faculty members, including a Nobel Laureate, a Breakthrough Prize and Lasker Award recipient, as well as a number of National Academy members and Howard Hughes investigators. In FY 2016, the UMMS research enterprise is on pace to receive \$266 million in total sponsored research, which would represent an almost 10% increase over the previous year. The quality of UMMS faculty members is demonstrated through consistent growth in the R&D enterprise. UMMS faculty members are garnering new extramural research awards at a pace that exceeds the national growth rate.

The continued excellence of the Commonwealth's public medical school, as evidenced by the metrics noted above, remains significantly challenged by prevailing economic conditions on campus. While campus leadership, through prudent management, has been able to sustain the success of the UMMS enterprise in recent years, the constrained funding environment has

necessitated difficult budget choices and actions, as well as pushed out, by one year, the medical school's plan to present the University with a balanced budget.

### ***Campus Strategic Plan***

“Vision 2020” represents a strategic framework for UMMS as the campus responds to and helps shape the future of medical, nursing and science education, biomedical research and health care innovation. The operating budget is informed by and aligned with Vision 2020. Campus investments are mapped to overarching strategic goals that include: building a health care delivery and biomedical research workforce that makes a lasting difference to human health; transforming the research enterprise to drive the development of new therapies that improve individual and population health; establishing an information technology environment that helps to advance core mission areas; attracting the best talent in science, medicine and health care; re-designing the ecosystem for cancer research, care and training; and pursuing operational enhancements that better serve and support mission-based activities. The campus goals, it should be noted, feed into and advance the University's overarching strategic priorities outlined by the Board of Trustees.

Although Vision 2020 was formally launched approximately a year ago, UMMS can point to many achievements that have resulted from the new strategic direction. The Vision 2020 strategic goals, together with accompanying year one milestones, are listed below.

### **Education - Strategic Goal**

As an innovative, interprofessional community of students and educators, we will build a health care delivery and biomedical research workforce that makes a lasting impact on human and community health.

### **Education - Year One Milestones**

- Established the Liaison Committee for Interprofessional Curriculum (LCIC) to serve as the vehicle from which to implement interprofessional educational goals across the four educational units (SOM, GSN, GSBS, GME).
- Entered into new clinical teaching affiliations with Cape Cod Health and Baystate Health, paving the way for the medical school's first-ever regional campus, UMMS-Baystate in Springfield, MA.
- Increasing the School of Medicine's class size from 125 to 150 students in Academic Year 2016-2017.
- Opening up admission to the MD degree program to out-of-state students, the first cohort of which will matriculate in Academic Year 2016-2017.

### **Basic Research – Strategic Goal**

Continuing to be a leader in Massachusetts life science research, we will enhance the basic science enterprise and drive intellectual excitement, potential new therapies and long-term

sustainability through the engine of discovery, with special focus on areas of existing world-class strength.

### **Basic Research - Year One Milestones**

- Created the Executive Vice Chancellor for Innovation and Business Development position and hired Brendan O'Leary to lead commercialization efforts for UMMS.
- Collaborated with Harvard Medical School on a successful \$5 million Mass Life Sciences Center Grant to create a Cryo-EM Facility, the first of its kind in New England.
- Continued support for the Life Sciences Moment Fund (LSMF) Pilot Project Grant Program, which, since 2009, has funded 26 projects totaling \$3.6 million and involving 62 researchers in 29 different departments across the UMass System.
  - The LSMF Program has produced 37 peer-reviewed papers, 14 new grant applications, \$15.7 million in new grant funding, as well as supported the training of 42 young investigators.

### **Translational Research – Strategic Goal**

We will create a transformative research ecosystem that enables rapid development of products for clinical use, collaborates with the clinical system as a laboratory for clinical and translational research, and partners with the community to drive improvements in individual and population health.

### **Translational Research – Year One Milestones**

- Renewed the NIH-funded CTSA grant, which supports the UMass Center for Clinical and Translational Science (UMCCTS).
- Invested in the UMCCTS KL2 Scholar Program, which, since 2007, has supported 9 KL2 Scholars, garnering \$18.25 million in additional funding.
- Completed two Phase 3 registration trials and one Phase 2a/2b trial for MassBiologics drug discoveries.
- Re-organized the UMMS Cancer Center and transferred the center to the newly created academic department, Molecular, Cell and Cancer Biology, which is chaired by Dr. Michael Green, a member of the National Academy of Science and the National Academy of Medicine.

### **Health Care – Strategic Goal**

We will become the best academic health system in America based on measures of patient safety, quality, cost, patient satisfaction, innovation, education and caregiver engagement.

### **Health Care - Year One Milestones**

- Strengthened UMass Memorial Health Care's (UMMHC) financial performance in 2015, marked by operating income of \$58 million.
- Improved UMMHC's S&P outlook from negative to stable in September 2015 based on improved financial performance and quality of earnings from ongoing operations.
- Established the *UMass Memorial Health Care Chair in Biomedical Research* to support UMMHC / UMMS shared missions in research and education and invested Dr. Katherine Luzuriaga as the inaugural recipient.
- Generated more than 20,000 ideas from front-line staff through the UMMHC Idea System.

### **Information Technology – Strategic Goal**

We will establish an information technology environment that enables the best care and patient experience, educates the finest caregivers and scientists and accelerates future therapies.

#### **Information Technology - Year One Milestones**

- Re-designed IT Councils for both UMMS and UMass Memorial Medical Center to allow for more effective coordination across both entities (each CIO now sits on the IT Council of the other institution).
- Enhanced all UMMS websites and provided extensive content management training.
- Upgraded the UMMS Campus network to 40Gb.
- Implementing the Clinical Data Repository, which will aggregate and harmonize clinical, research and external data sources, thereby benefitting all constituencies across both institutions (e.g. researchers; clinicians; students and faculty; compliance and administration; etc.).

### **Talent – Strategic Goal**

We will attract, inspire and cultivate outstanding talent in science, medicine and health care to become one of the nation's most distinguished academic health sciences centers.

#### **Talent - Year One Milestones**

- Designed and implemented a comprehensive compensation strategy aligned to the specific needs of each UMMS Strategic Business Unit.
- Established a Compensation Review Committee to ensure compensation equity among all units and to increase the medical school's ability to attract top tier talent.
- Re-designed the UMMS Career Web Site as a means to attract top tier talent to the medical school.
- Received a new IMSD training grant from the NIH for basic science training of minority students.

## **Cancer – Strategic Goal**

We will provide a high-value ecosystem that maximizes opportunities and optimizes outcomes for our patients who seek prevention, treatments and cures for cancer; for our trainees who seek to become experts in all aspects of cancer; and for our researchers who seek new knowledge for the prevention, treatment and cure of cancer.

### **Cancer - Year One Milestones**

- Established the UMass Avatar Institute to create novel patient-centered xenograft models and thus maximize the impact of UMMS basic science advances on a wide-range of malignancies.
- Created new searchable database for tumor tissue bank samples, allowing basic and translational researchers to access clinical samples from a wide range of tumors.
- Appointed Michael Green, MD, PhD, the first UMass faculty member to be elected to two of the National Academies, as Cancer Center Director and Chair of the Newly Merged Department of Molecular, Cell and Cancer Biology.

## **Services Integration – Strategic Goal**

We will transform shared service operations to better serve and support mission based activities through alignment of purpose and integration of effort.

### **Services Integration - Year One Milestones**

- Established a shared Office of Diversity and Inclusion, a center of excellence for diversity and inclusion efforts across the UMass Academic Health Sciences Center that coordinates joint programming and events, oversees customized training and employee recognition programs.
- Re-invigorated and re-vamped the Office of Advancement to better coordinate, align and achieve fundraising initiatives and goals.

## ***FY17 Revenue***

Operating revenues in FY 2017 are projected to be \$882 million, an increase of 4.4% over projected FY 2016 revenue.

The largest contributor to the increased revenue is research grants, which are projected to increase 7.5% to \$236.7 million in FY 2017. This is an increase of \$12.2 million in direct revenue and \$4.4 million in indirect cost recovery. While the national trend of limited growth in federal and private grant funding has not changed significantly, UMMS faculty members continue to have greater success in obtaining significant new competitive research awards. Through the third quarter of 2016, total sponsored research awards are up approximately 10%

over the same period the year before, with the largest portion of the increase coming from federal sources.

Net fee and fee revenue in the School of Medicine (SOM) is expected to grow by 13.7% to \$20.8 million. This is attributable to a few key initiatives, such as:

- A planned increase to the SOM class size, which will grow to 150 students in Academic Year 2016-2017;
- The first cohort of out-of-state students to the MD degree program; matriculated students will pay a higher tuition rate;
- The continuation of a multi-year tuition increase for existing medical students; in Academic Year 2016-2017, these students will see their tuition increase by 10%.

It is projected that the class size expansion, together with the addition of a cohort of out-of-state students, will generate approximately \$1.3 million of additional revenue. Moreover, year two of the multi-year tuition increase plan will generate an additional \$1.6 million in FY 2017.

Revenue from the state appropriation, including revenue from state-funded fringe benefits, is budgeted at the level appropriated in FY 2016. This assumes that UMMS will not receive an increase to the base maintenance appropriation amount, nor any collective bargaining funding.

The other significant contributor to the operating revenue increase is Commonwealth Medicine. Projected growth in Commonwealth Medicine programs will yield \$12 million in additional revenue. Expenditures to deliver the additional services that will generate this revenue increase by a similar amount, maintaining a net contribution from Commonwealth Medicine of about \$21 million.

Investment returns are budgeted to be about 4% on quasi-endowment funds and 1.5% on campus funds. While all but interest income, which is a very small amount, is non-operating revenue, investment income is projected to contribute just under \$11 million to the net margin.

The budget does not include any state capital funding as there is no state capital funding committed to UMMS in FY 2017. However, there may be a possibility that a small amount of funding for FY 2016 projects may carry-over into the new fiscal year.

### ***FY17 Expenditures***

Operating expenditures are budgeted to grow by \$33.9 million to \$890 million, an increase of 4.0%. Most of this increase is driven by direct grant spending, Commonwealth Medicine and salary increases.

The budget assumes a 2% increase in salary rates which, with the associated fringe benefits, adds \$8.2 million in expenditures. Because the rates of fringe benefits are projected to be the same from FY 2016 to FY 2017, the increase in fringe benefits cost is driven entirely by the growth in payroll.



As noted earlier, direct grant revenue is budgeted to increase by \$12.2 million, with a corresponding increase in grant expenditures. Similarly, Commonwealth Medicine grows with expenditures increasing about \$11 million with a minimal impact on the bottom line.

Non-personnel expenditures include an additional \$1.2 million for increased financial aid in support of the increased class size and higher tuition rates. An inflation rate of 2% is assumed on other non-personnel expenditures.

***FY17 Enrollment – Recent history and projected enrollment changes***

Beginning with the first year class entering in the fall of 2016, the School of Medicine, as noted previously, will increase its class size from 125 to 150 students. When this increase is fully realized in FY 2020, the SOM will be operating with an additional 100 medical students across the four-year curriculum. A limited number of out-of-state medical students (25 per year) will be included in this planned class expansion. This change is intended to enhance and diversify both the applicant pool and student body. Moreover, it will have a positive impact on the reputation of the institution, elevating UMMS’s national profile. While there will be some incremental costs associated with supporting the larger class size, the necessary facilities and infrastructure are already in place to accommodate this number of medical students.

The enrollment levels in the Graduate School of Nursing, Graduate School of Biomedical Sciences and the MD/PhD Degree Program will remain largely unchanged from current levels.

<b>MEDICAL</b>					
<b>Student FTEs</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b># Change</b>	<b>% Change</b>
G - In State	1,061	1,045	1,045		
G - Out State	10	10	22		
<b><i>G Total</i></b>	<b><i>1,071</i></b>	<b><i>1,055</i></b>	<b><i>1,067</i></b>	<b>12</b>	<b>1.1%</b>
<b>TOTAL ALL</b>	<b>1,071</b>	<b>1,055</b>	<b>1,067</b>	<b>12</b>	<b>1.1%</b>

***FY17 Staffing - Recent history and projected staffing changes***

FY 2016 staffing levels already reflect the impacts of reductions undertaken over the past several years. For FY 2017, the budgeted staffing levels are similar to the FY 2016 levels with the exceptions being in grant funded positions and Commonwealth Medicine. In both instances, new spending is directly funded by the expected growth in revenue.

One of the cost reduction initiatives in progress focuses on early retirement of faculty. UMMS is projecting some gains in this effort, and the budget plan anticipates annual savings of about \$1.9 million from this particular initiative.

<b>MEDICAL</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	473	471	487
Professional	2,211	2,196	2,255
Classified	872	871	891
<b>TOTAL</b>	<b>3,555.5</b>	<b>3,538.0</b>	<b>3,633.0</b>

### ***Key Metrics***

Generally, operations in FY 2017 are assumed to be level with FY 2016, with the only significant increases coming in the form of grants and Commonwealth Medicine where the increased expenditures are in support of, and directly funded by, additional revenue. For FY 2017, UMMS is projecting an operating margin of (\$8.1 million) or -0.9%, slightly better than the (\$11.3 million) or -1.3% projected for FY 2016.

<b>UMass Medical School</b>	<b>JULY</b>
<b>Operating Margin</b>	<b>-0.9%</b>
Revenues	882,102
Expenses	890,178
Surplus/(Deficit)	(8,076)

No additional borrowing is planned for FY 2017. As a result, the debt service to operations ratio will remain virtually unchanged at 6.3% of operating expenditures. The slight decrease from 6.4% projected for FY 2016 results entirely from the growth in operating expenditures.

The primary reserve ratio will decline slightly from 28.5% projected for FY 2016 to 27.0% for FY 2017. This is a result of the decline in unrestricted net assets from the operating losses.

### ***Campus E&E Efforts***

UMMS has been at the forefront of University efforts to achieve excellence through efficiency and effectiveness initiatives. The UMMS Excellence Program (EP), initiated in FY 2011, identifies and implements initiatives that either generate revenue, reduce operational costs or streamline administrative processes, without impacting core mission activities in teaching, research and patient care. The EP has been the catalyst for a number of ongoing process improvements, some shared with primary clinical partner UMass Memorial Health Care, and the program continues to serve as the basis for ongoing evaluation of business processes and operations. Because a significant portion of the UMMS operating budget, such as research funding and Commonwealth Medicine contracts for services, are restricted, the EP focuses its initiatives on central administrative services and auxiliary operations. Cost reductions and operational efficiencies in these areas help to offset the lack of sufficient state support coming to the campus.

Some of the most recent EP projects include: selling campus assets (e.g. Century Drive facility) with the corresponding consolidation of staff to central campus locations; merging and

reorganizing academic departments (i.e. Microbiology & Physiological Systems; Molecular, Cell & Cancer Biology); accelerating class size expansion to 150 students in Academic Year 2016-2017; increasing the size of the inaugural cohort of out-of-state students admitted to the MD degree program; implementing a multi-year tuition/fee increase for medical students; putting into place hard hiring freezes; enacting the most rigorous Paid Time Off policies and accrual caps for employees; and administering a very modest salary increase program. With respect to the salary increase program, between June 2010 and June 2015, UMMS implemented 5 separate salary increases for professional employees (mix of ATB / MERIT) which represented a total cumulative increase of 9% to 10%. During the same period, the other parts of the UMass System, due to Administration negotiated contracts, implemented 10 separate salary increases for professional employees (mix of ATB / MERIT) which represented a total cumulative increase of 22.25% increase.

New and ongoing projects in FY 2017 include: energy efficiency efforts (retro-commissioning science buildings and purchasing net metering credits); IT improvements (Storage for Science and movement of commodity services to the Microsoft Cloud); and, a Human Resources-led initiative (streamlining immigration case data collection and processing to improve compliance results).

Finally, the EP, three years ago, adopted the use of Lean methodology to analyze potential initiatives and to produce options for improvements in all administrative functions. Over 600 personnel have been trained in Lean methodology through FY 2016. Not only has the training brought greater rigor to the analysis of “pain points” in UMMS operations, it has brought about a cultural change that is helping to elevate the importance of efficiency and effectiveness in all operational activities and projects. Training and implementation of the Lean methodology for improving services has increased collaboration within UMMS departments and also, importantly, between operational units.

### ***Conclusion***

As a part of a great University and as a leading academic health sciences institution, UMMS has made investments in the academic environment; in the faculty; in the research enterprise; and in public service programs. More broadly, however, the Medical School has invested in its societal responsibility to leverage its unique expertise and myriad intellectual endeavors to address the most challenging individual and public health issues facing the resident of Massachusetts and the global community.

From a system-wide perspective, the campus is keenly aware that its specialized mission, world-class faculty and state-of-the-art infrastructure can be leveraged to contribute to the strategic growth of the University. That is why UMMS is an active 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. Over the next several years, the leadership of UMMS is committed to working with the UMass System leadership and the other campuses to forge even closer and more productive relationships that will help to strengthen the UMass System.

The extent to which UMMS can fulfill its special public mission and contribute to the strategic growth of the University will ultimately depend on whether it can rely upon a consistent and adequate funding base provided by the University and the State. Such a dedicated revenue source will leverage the campus's entrepreneurial activities and support the continued growth and success of the Commonwealth's public medical school, as well as the UMass System.

***Attachment: Statement of Revenues, Expenses and Changes in Net Position***

	<b>FY15</b>	<b>FY16 Projected</b>	<b>FY17</b>	<b>FY16-17 Variance</b>
<b>Worcester- Statement of Revenues, Expenses and Changes in Net Assets</b>				
<b>Operating revenues</b>				
Net tuition and fees	16,869	18,292	20,794	2,502
Government grants and contracts	190,729	173,199	185,721	12,522
Private grants and contracts	63,567	46,971	51,019	4,048
Local grants and contracts				-
Sales and services of educational activities	10,261	10,640	10,906	266
Auxiliary enterprises	29,099	24,812	25,432	620
Other revenues	403,502	497,843	514,701	16,858
				-
<b>Total operating revenues</b>	<b>714,026</b>	<b>771,757</b>	<b>808,573</b>	<b>36,816</b>
<b>Operating expenses</b>				
Salaries	319,697	338,610	354,518	15,908
Benefits	63,552	68,548	71,257	2,709
Non-personnel expense	331,472	348,882	364,858	15,976
Scholarships and fellowships				-
Depreciation	63,166	65,764	65,914	150
Amortization		393	393	-
				-
<b>Total operating expenses</b>	<b>777,886</b>	<b>822,197</b>	<b>856,940</b>	<b>34,743</b>
				-
<b>Operating Surplus (Deficit)</b>	<b>(63,861)</b>	<b>(50,440)</b>	<b>(48,367)</b>	<b>2,073</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	-	-	-	-
State appropriations	45,843	50,564	50,587	23
Local appropriations	-	-	-	-
Gifts for operations	8,328	10,500	10,000	(500)
Endowment gifts	-	-	-	-
Investment and endowment return	5,703	12,966	15,267	2,301
Interest expense	(34,010)	(34,043)	(33,238)	805
Non-operating Federal Grants	-	-	-	-
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of swaps	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	192	108	111	3
				-
<b>Total non-operating revenues (expenses)</b>	<b>26,057</b>	<b>40,095</b>	<b>42,727</b>	<b>2,632</b>
				-
<b>Income (loss) before other revenues, expenses, gains or losses</b>	<b>(37,804)</b>	<b>(10,345)</b>	<b>(5,640)</b>	<b>4,705</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	938	1,000	-	(1,000)
Capital grants	3,391	5,409	-	(5,409)
Capital gifts	-	-	-	-
Gain (loss) on sale of property, plant and equipment	(1,163)	2,500	-	(2,500)
Other changes in net assets	21,560	-	-	-
Net transfers				-
				-
<b>Total other revenues, expenses, gains or losses</b>	<b>24,726</b>	<b>8,909</b>	<b>-</b>	<b>(8,909)</b>
				-
<b>Change in net assets</b>	<b>(13,078)</b>	<b>(1,436)</b>	<b>(5,640)</b>	<b>(4,204)</b>
				-



# SYSTEM OFFICE



### ***FY17 System Office Budget Overview***

The University of Massachusetts System Office (UMSO) 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 System 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 System 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.

The Office of Academic Affairs, Student Affairs and International Relations (AASAIR) mobilizes system resources to ensure the high quality of the faculty, academic programs, students, and student services; to support the University's land grant promise, which emphasizes the integration of discovery, education, and engagement; and to promote local and global innovation. AASAIR works in partnership with campus provosts as they develop and implement policy in relation to faculty – in hiring, reviewing, and mentoring, as well as in the tenure process. AASAIR works directly with the University of Massachusetts Board of Trustees (BOT) as a liaison to the campuses to convey new campus programs; facilitate the implementation of BOT policies; answer BOT inquiries about the campuses; and report to the BOT annually on Academic Quality Assessment and Development (AQAD), the established cycle of review of academic departments and their programs, and the established cycle of review of tenured faculty, the periodic multi-year review (PMYR). The Office also serves as the University's link to the Massachusetts Board of Higher Education (BHE), bringing forward new programs from the campuses for approval to the BOT and then to the BHE. In addition, the office collaborates with the Executive Office of Education on policies and initiatives relevant to the Departments of Early Childhood Education and Elementary and Secondary Education. The office provides guidance to the campuses in program development, accountability, measurement, and institutional research. Through the Performance Measurement System (PMS) Report on Annual Indicators, which is the legislatively mandated accountability system, AASAIR tracks numerous indicators identified under the five Legislative and nine University strategic priorities. This office is also responsible for the development and production of several UMass reports that are produced annually. The office connects the campuses' chief research officers, chief student affairs officers, international relations officers, export control/compliance officers, institutional research officers, enrollment management, and admissions personnel. Campus vice chancellors for student affairs work with AASAIR, especially on issues that require compliance with Federal regulations. Likewise, the office provides guidance and works with campus research officers on the ever increasing export control compliance matters. The department also takes the lead in promoting local and global innovation in discovery, education and engagement for the University, by fostering system-wide committees, shared programming, and international partnerships.



The Office of Administration & Finance and Treasurer houses the University Controller, Treasurer, Budget, Human Resources, Business Continuity and the University Procurement Office. The Senior Vice President works with the campus Chancellors and Vice Chancellors for Administration & Finance to assure that development and implementation of University fiscal and management policies proceed smoothly and enhance the programmatic goals of the University. Staff supports the Board of Trustees Administration & Finance Committee to ensure that the Trustees are fully informed and involved in making policy decisions necessary to preserve the financial, control, and cash integrity of the University. This work includes the coordination and development of University financial and budget documents. An ongoing part of the University's approach to sound fiscal management will be continued emphasis on clearly maintained fiscal indicators, an annual balanced budget, on time audited financial statements, a report on financial aid, and a quarterly review of the University's capital program.

The UMass President's Office Strategic Communications Department works to tell the University's story of education and impact in a compelling and purposeful way to local, national and global audiences. The department is responsible for the UMass system's marketing and communications efforts and also works closely with the University's campus communications offices. The Strategic Communications Department produces media advertising campaigns and generates media coverage aimed at bringing the UMass story to life. In addition, the department oversees the University system's digital and social media platforms.

The Office of Economic Development serves as a central coordinator and catalyst for mobilizing the resources of the University in support of our mission to help build the Innovation Economy of the Commonwealth. The department serves as a focal point for system-wide economic development initiatives, a facilitator of collaborative ventures with industry and state government, and a resource for campuses on economic development issues. Units in the department include: the Science & Technology Unit, the Office of Technology Commercialization and Ventures (which includes the Massachusetts Technology Transfer Center), and the Donahue Institute (the public service arm of the President's Office). The University's primary economic roles are in five key areas: science and technology-based economic development, R&D and innovation partnerships with industry and other research institutions, technology commercialization and entrepreneurship, workforce development, and economic research and analysis.

The Executive Office includes the President's staff, the Board of Trustees office and the Government Relations department. The Board office is the primary point of contact for Trustees and it is responsible for the management of the quarterly board meetings. The government relations division is engaged on both the federal and state level and works with the Congressional Delegation, the Governor, the Legislature and the Executive branch agencies to promote the University's agenda.

The Office of General Counsel provides legal advice and representation to the Board, President, Chancellors, and University administration. The General Counsel is a Special Assistant Attorney





General authorized to represent the Board, the University, and its employees in state and federal courts. The General Counsel retains outside counsel if needed for specialized legal matters and regularly assesses more cost-effective options. The Office advises the Board on questions of University governance and parliamentary procedure and regularly reviews Board policies to assure these remain current and appropriate. The Office provides legal advice to the Board and University administration on a wide range of legal matters, including procurement, employment, compliance, real property, intellectual property, student issues, and diversity. Attorneys work with departments on every campus and the system office to assist departments in achieving their business goals. The Office conducts training and develops work tools to educate employees on legal issues relating to their business. These efforts increase employee efficiency by reducing the time and expense of routine business processes, including procurement, personnel, and record retention. The Office works regularly with attorneys at key state agencies, including the Attorney General's office, the Board of Higher Education, the Ethics Commission, the Supervisor of Public Records, and with counsel for the Community Colleges and State Universities.

The University of Massachusetts Information Technology Services (UITS) organization supports a wide range of constituents, both at the campuses and the System Office. They are committed to providing high quality information technology service and leadership that aligns with the mission of the University of Massachusetts. The mission of UITS is to support the advancement of the University's core activities in the areas of instruction, research, and outreach operating within a framework of shared services. This mission is founded on the following key principles:

- Providing University-wide leadership for the planning, design, and provision of high quality information technology services.
- Maintaining a reliable and technologically advanced information infrastructure.
- Ensuring the judicious use of new technologies and models of service to enhance the academic and business functions of the University

UITS, under the leadership of the Vice President and University Chief Information Officer, work in continuous collaboration with the University Information Technology Leadership Council (Campus CIO's) as well as many of the key campus disciplinary governing bodies such as the Administration and Finance Council, Academic Advisor Council and the Chief Research Council. In collaboration with these groups UITS strives to provide both technical and strategic IT guidance and support related to the major shared application systems and technologies. A critical driver is to provide a platform that contributes to the business and academic community's ability to meet their performance and outcomes goals. UITS strives to provide an environment of high quality service and responsiveness for our peers and constituents relative to the applications and technology that they support.

University Internal Audit ("Internal Audit") provides independent, objective assurance, consultative and investigative services designed to add value and improve the University's



operations. Internal Audit helps the University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of its control, risk management, and governance processes. It works with a network of Audit Liaisons that are located on each campus and within the System Office to coordinate internal and external audit activities. In addition, Internal Audit reports functionally to and supports the Audit Committee of the Board of Trustees.

Headquartered at the University's Collaborative Services Facility in Shrewsbury, UMassOnline is the University's online education consortium. UMassOnline enables the University to provide wider access to its educational programs via the Internet, while increasing revenues to support its campuses. UMassOnline's mission continues to be: 1) to provide access to a University of Massachusetts education to students who are unable to attend one of the campuses; 2) to serve community needs for education in critical areas of economic development, health and welfare and education; and 3) to raise revenues for support of students, faculty, teaching, outreach, and research. To this end, the UMassOnline team supports the campuses to develop, grow and market online programs by: 1) funding the development of new online programs; 2) providing faculty support, development and training; 3) providing technology support by creating and maintaining a robust platform for online learning; and 4) marketing programs to position UMass as a high-quality national player in online higher education and increase online course and program enrollments in Massachusetts, New England, national and international markets.

The Office of the President works closely with the UMass Building Authority and the UMass Foundation.

### ***University Strategic Plan***

The mission of the University of Massachusetts 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 of Massachusetts' approach to planning begins with a system mission and goals developed by and approved by the Board of Trustees. That mission and its accompanying goals provide the foundation for campus planning which results in campus specific plans that are developed through a joint iterative process with the Board. Commensurate with the planning process, the campuses develop peer groups which are approved by the President. The approved plans and peers provide direction to the campuses which they use to chart their evolving course.

Each year the Board and the President provide guidance to the campuses relative to their progress in achieving their plans. That guidance comes through the review and approval, where appropriate, of progress reports and requests. These include: Campus strategic plans, Peer groups, Master plans, Enrollment plans, Budget (operating and capital), Programs, Annual performance goals (and any annual updates to the above). Each year, each campus updates a brief description of itself, a description that is both descriptive and based on Annual Indicators Report Data, including peer comparisons. These campus descriptions are rolled up into a system description providing an



overview of the entire system as composed of its component parts. This roll up includes a projected view of how the campuses and the system will change over the next five-year period in several key areas.

### ***FY16 Highlights***

The System Office continues to collaborate with the campuses at all levels and to work to identify areas for coordination, collaboration and sharing of best practices. Some of the areas of focus during FY16 included:

*Efficiencies & Effectiveness* – Over the past several years, the University has focused on efficiency and effectiveness projects that generate meaningful savings for the University. The 2015-2016 report highlights 129 projects totaling \$153.8 million in cost savings and avoidance over the life of the projects. Specifically, at the System Office, the Think Smart Program has been expanded to include an online E&E idea submission form that is directed to the internal E&E working group to evaluate and respond. The program was marketed to staff through posters, emails, and University publications such as “On the Move”. The campaign has elicited numerous ideas and suggestions on saving resources or creating a greater efficiency in our operations. The System Office will continue to seek ways to expand the opportunities for employee engagement and foster the viable suggestions through the implementation process.

*Springfield Satellite Center* - Building upon the satellite center research previously conducted by UMDI, a new, first of its kind Springfield Satellite Center opened in FY14. The Welcome Center opened in Spring 2014 and enables potential students to obtain information and register for courses at the Center and across the UMass campuses. The Academic Center opened its doors to students in September 2014, completing the construction cycle and officially planting University roots as a brick and mortar institution in the heart of downtown Springfield. The 26,000 square foot facility includes classrooms, computer labs, conference rooms, small meeting rooms, faculty and staff offices, student learning commons and lounge. In its first year of operation the Center witnessed tremendous growth in academic activity, with course offerings increasing from 22 courses in Fall 2014 to 36 courses in Spring 2015 and enrollment increasing from 320 enrollees in Fall 2014 to 682 enrollees in Spring 2015. In FY16, the Center offered 44 courses to 830 enrollees

*Beacon Hill Satellite Center* – The UMDI has facilitated the start-up of the UMass Center at Beacon Hill. The Beacon Hill Satellite Center provides all five campuses with the opportunity to offer classes in downtown Boston and will appeal to those working in government/business/commercial industries who are interested in advancing their educations right in the core of the city. The Center opened in January 2016 initially offering MBA, MPA, and Professional Science master’s degree program. The Center is offering 7 summer and 20-24 fall courses. The Center is estimated to welcome 120 students into these programs, offering a blended online/in-classroom curriculum similar to the Springfield center.



The President’s Office supports faculty initiatives through grant programs:

- Creative Economy Initiatives Fund awards \$256K to support faculty initiatives in the arts, humanities and social sciences that benefit the State’s economy and improve quality of life.
- Science & Technology Initiatives Fund awards \$835K providing resources to outstanding faculty working in areas of demonstrated campus commitment and priority and enables the growth of networks – multi-campus, multi-university and university-industry – that broaden the reach of the University in the state and beyond. The intent of the program is to provide seed funding to researchers to help position them for larger and longer-term investment, such as major grants from federal, state, and private sponsors. It is also a goal of the program to help create partnerships with industry that leverage UMass faculty effort and expertise to make Massachusetts companies, industries and clusters more competitive and robust.
- Tech Commercialization Fund awards \$75K in grants to the UMass campuses to prepare business plans that address the commercial potential of inventions. The business plans are prepared by an external consultant with relevant commercial experience working closely with the key investigator of the disclosed invention.

***FY17 Revenue***

The FY17 budget for the System Office relies on funding from each of the five campuses. No State appropriation is directed to the System Office for use but is instead maximized at the campuses.

***FY17 Expenditures***

The major expense drivers of the System 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.

***FY17 Staffing***

The System 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.

<b>CENTRAL</b>			
<b>FTEs (in model)</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
Faculty	-	-	-
Professional	419.8	418.6	389.6
Classified	2.9	2.9	2.9
<b>TOTAL</b>	<b>422.7</b>	<b>421.5</b>	<b>392.5</b>



***Budget Reductions***

While continuing to evaluate E&E Efforts, the System 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: Statement of Revenues, Expenses and Changes in Net Position***



*FY17 University Operating Budget – System Office  
July 2016*

	FY15	FY16 Projected	FY17	FY16-17 Variance
<b>Central- Statement of Revenues, Expenses and Changes in Net Assets</b>				
<b>Operating revenues</b>				
Net tuition and fees	4,701	3,949	4,770	821
Government grants and contracts	7,919	13,484	13,298	(186)
Private grants and contracts	3,305	741	2,301	1,560
Local grants and contracts	134	139	1	(138)
Sales and services of educational activities	2,129	2,454	2,612	158
Auxiliary enterprises	-	-	-	-
Other revenues	76,489	80,710	79,871	(839)
<b>Total operating revenues</b>	<b>94,677</b>	<b>101,477</b>	<b>102,852</b>	<b>1,376</b>
<b>Operating expenses</b>				
Salaries & Fringe	52,240	56,954	59,316	2,362
Non-personnel expense	36,812	38,628	38,556	(72)
Scholarships and fellowships	6	6	6	-
Depreciation	6,534	8,909	8,912	3
Amortization	-	-	-	-
<b>Total operating expenses</b>	<b>95,592</b>	<b>104,497</b>	<b>106,790</b>	<b>2,293</b>
<b>Operating Surplus (Deficit)</b>	<b>(915)</b>	<b>(3,020)</b>	<b>(3,937)</b>	<b>(917)</b>
<b>Non-operating revenues (expenses)</b>				
Federal appropriation	-	-	-	-
State appropriations	-	-	-	-
Local appropriations	-	-	-	-
Gifts	-	-	-	-
Investment and endowment return	5,166	5,185	5,185	-
Interest expense	(1,747)	(1,269)	(878)	391
Non-operating Federal Grants	-	-	-	-
Gain (loss) on issuance/retirement of long-term debt	-	-	-	-
Change in value of assets held in trust	-	-	-	-
Other nonoperating revenue (expense)	-	-	-	-
<b>Total non-operating revenues (expenses)</b>	<b>3,419</b>	<b>3,916</b>	<b>4,307</b>	<b>391</b>
<b>Income (loss) before other revenues, expenses, gains or losses</b>	<b>2,504</b>	<b>895</b>	<b>369</b>	<b>(526)</b>
<b>Other revenues, expenses, gains or losses</b>				
Capital appropriations	-	-	-	-
Capital grants	-	-	-	-
Capital gifts	-	-	-	-
Gain (loss) on sale of property, plant and equipment	-	-	-	-
Other changes in net assets	(14,210)	-	-	-
Net transfers	-	-	-	-
<b>Total other revenues, expenses, gains or losses</b>	<b>(14,210)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in net assets</b>	<b>(11,706)</b>	<b>895</b>	<b>369</b>	<b>(526)</b>

**UNIVERSITY OF MASSACHUSETTS, AMHERST**

**STUDENT TUITION & FEE SCHEDULES**

FY 2017 TUITION & MANDATORY FEES

FY 2017 NON-MANDATORY FEES

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

**FY 2017 TUITION & MANDATORY FEES**

**SUMMARY TABLE**

	FY2015 Actual	FY2016 Actual	FY2016 TR Effect	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>UNDERGRADUATE</b>						
<b>TUITION</b>						
Undergraduate (resident)	\$1,714	\$1,714	\$13,790	\$14,590	\$800	5.8%
Undergraduate (regional)	\$3,000	\$3,000	\$23,186	\$24,886	\$1,700	7.3%
Undergraduate (non-resident)	\$9,937	\$9,937	\$30,123	\$31,823	\$1,700	5.6%
<b>CURRICULUM FEE</b>						
Undergraduate (resident)	\$9,414	\$9,970	\$0	\$0	\$0	0.0%
Undergraduate (regional)	\$16,746	\$18,080	\$0	\$0	\$0	0.0%
Undergraduate (non-resident)	\$16,746	\$18,080	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Undergraduate Service Fee	\$1,351	\$1,419	\$0	\$0	\$0	0.0%
Undergraduate Health Fee	\$654	\$687	\$0	\$0	\$0	0.0%
Shared Infrastructure Technology Fee	N/A	\$250	\$250	\$250	\$0	0.0%
Student Activities	\$125	\$131	\$131	\$131	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Undergraduate (resident)	\$11,253	\$12,065	\$14,171	\$14,971	\$800	5.6%
Undergraduate (regional)	\$19,871	\$21,461	\$23,567	\$25,267	\$1,700	7.2%
Undergraduate (non-resident)	\$26,808	\$28,398	\$30,504	\$32,204	\$1,700	5.6%
<b>RESIDENTS ONLY</b>						
<b>Rent and Residential Telecommunications</b>	\$6,137	\$6,442	\$6,442	<b>\$6,659</b>	<b>\$217</b>	<b>3.4%</b>
<b>Board</b>	<u>\$4,820</u>	<u>\$5,061</u>	<u>\$5,061</u>	<b>\$5,238</b>	<b>\$177</b>	<b>3.5%</b>
<b>TOTAL RENT, TELCOM, BOARD</b>	\$10,957	\$11,503	\$11,503	<b>\$11,897</b>	<b>\$394</b>	<b>3.4%</b>
<b>TOTAL TUITION AND ROOM &amp; BOARD</b>						
Undergraduate (resident)	\$22,210	\$23,568	\$25,674	\$26,868	\$1,194	4.7%
Undergraduate (regional)	\$30,828	\$32,964	\$35,070	\$37,164	\$2,094	6.0%
Undergraduate (non-resident)	\$37,765	\$39,901	\$42,007	\$44,101	\$2,094	5.0%
<b>GRADUATE</b>						
<b>TUITION</b>						
Graduate (resident)	\$2,640	\$2,640	\$12,782	\$13,524	\$742	5.8%
Graduate (regional)	\$4,620	\$4,620	\$22,685	\$24,327	\$1,642	7.2%
Graduate (non-resident)	\$9,937	\$9,937	\$28,002	\$29,644	\$1,642	5.9%
<b>CURRICULUM FEE</b>						
Graduate (resident)	\$9,528	\$10,142	\$0	\$0	\$0	0.0%
Graduate (regional)	\$16,726	\$18,065	\$0	\$0	\$0	0.0%
Graduate (non-resident)	\$16,726	\$18,065	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Graduate Service Fee	\$1,109	\$1,165	\$1,165	\$1,233	\$68	5.8%
Graduate Health Fee	\$654	\$687	\$687	\$727	\$40	5.8%
Graduate Student Senate Fee	\$120	\$120	\$120	\$129	\$9	7.5%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Graduate (resident)	\$4,523	\$4,612	\$14,754	\$15,613	\$859	5.8%
Graduate (regional)	\$6,503	\$6,592	\$24,657	\$26,416	\$1,759	7.1%
Graduate (non-resident)	\$11,820	\$11,909	\$29,974	\$31,733	\$1,759	5.9%



FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
Commonwealth College Welcome Weekend Orientation (in AIA Func	\$90.00	\$90.00	\$90.00	\$0.00	0.0%
Campus Fee Fund :					
Continuing Ed Campus Fee / per credit	\$196.00	\$208.00	\$216.00	\$8.00	3.8%
Undergraduate Entering	\$185.00	\$185.00	\$0.00	N/A	N/A
Stockbridge Entering	\$77.00	\$77.00	\$0.00	N/A	N/A
Graduate Entering	\$357.00	\$357.00	\$357.00	\$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%
<b>New Student Enrollment Fee:</b>					
<b>Undergraduate</b>	N/A	N/A	<b>\$485.00</b>	<b>N/A</b>	<b>N/A</b>
<b>Undergraduate - Stockbridge</b>	N/A	N/A	<b>\$377.00</b>	<b>N/A</b>	<b>N/A</b>
<b>Undergraduate - Transfer</b>	N/A	N/A	<b>\$385.00</b>	<b>N/A</b>	<b>N/A</b>
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%
<b>Communication Network Services (formerly Telecommunications):</b>					
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%
<b>Summer CE Telephone Fee (per session)</b>	\$40.00	<b>\$30.00</b>	<b>\$30.00</b>	<b>\$0.00</b>	<b>0.0%</b>
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	\$110.00	\$110.00	\$110.00	\$0.00	0.0%
Post Conference Application	\$300.00	\$300.00	\$300.00	\$0.00	0.0%
Engineering Fee (annual)					
Undergraduate:					
12+ Credits	\$320.00	\$830.00	\$830.00	\$0.00	0.0%
6-11 credits	\$220.00	\$570.00	\$570.00	\$0.00	0.0%
1-5 Credits	\$120.00	\$310.00	\$310.00	\$0.00	0.0%
Graduate:					
5+ Credits	\$320.00	\$830.00	\$830.00	\$0.00	0.0%
1-4 Credits	\$170.00	\$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)	\$60.00	\$60.00	\$64.50	\$4.50	7.5%
<b>Horseback Riding Program (per semester)</b>	\$800.00	\$800.00	<b>\$880.00</b>	<b>\$80.00</b>	<b>10.0%</b>

FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>International Programs:</b>					
Registration Fee (UMass & Non-UMass programs) / semester	\$750.00	\$750.00	\$750.00	\$0.00	0.0%
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	\$75.00	\$0.00	0.0%
American Culture & Language Program Fee (includes TOEFL Test)	\$150.00	\$150.00	\$150.00	\$0.00	0.0%
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	N/A	\$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	\$250.00	\$250.00	\$250.00	\$0.00	0.0%
Student Services Fee (per semester) *	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
<b>Isenberg School of Management Fee (annual)</b>					
<b>Undergraduate</b>					
12+ Credits	N/A	\$1,000.00	\$1,000.00	\$0.00	0.0%
6-11 credits	N/A	\$690.00	\$690.00	\$0.00	0.0%
1-5 Credits	N/A	\$375.00	\$375.00	\$0.00	0.0%
<b>Lab Fees</b>					
Undergraduate Course Lab Fee	N/A	\$95.00	\$95.00	\$0.00	0.0%
<b>New Student Orientation</b>					
Freshmen	\$300.00	\$300.00	\$0.00	N/A	N/A
Transfers	\$200.00	\$200.00	\$0.00	N/A	N/A
<b>Registrar Services</b>					
Readmission Fee	\$35.00	\$60.00	\$60.00	\$0.00	0.0%
<b>College of Nursing Undergraduate Course Fee (per credit)</b>	N/A	N/A	<b>\$75.00</b>	<b>N/A</b>	<b>N/A</b>
<b>Student Health</b>					
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%
<b>Student Health Benefit Plan</b>					
Undergraduate Student Per Semester Plan (6 months)	\$1,110.00	\$1,055.00	TBD		
Graduate Student Per Semester Plan (6 months)	\$1,377.50	\$1,530.00	TBD		
Family Per Semester Plan (6 months)	\$3,000.00	\$3,000.00	TBD		
<b>UCard</b>					
U Card Replacement (Lost/Stolen)	\$25.00	\$25.00	\$25.00	\$0.00	0.0%
U Card Replacement (Damaged)	\$10.00	\$10.00	\$10.00	\$0.00	0.0%
<b>UWW Advising/Assessment:</b>					
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%

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

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>Auxiliary Services</b>					
Basic Plan (224 meals per semester/annual)	\$4,820.00	\$5,061.00	\$5,238.00	\$177.00	3.5%
Unlimited Plan (annual rate)	\$5,320.00	\$5,586.00	\$5,782.00	\$196.00	3.5%
Platinum Plan (200 meals per semester)/annual	\$4,704.00	\$4,940.00	\$5,112.00	\$172.00	3.5%
Gold Plan (100 meals per semester) / annual	\$2,404.00	\$2,690.00	\$2,784.00	\$94.00	3.5%
Commuter Plan (65 meals per semester) / annual	\$1,484.00	\$1,560.00	\$1,614.00	\$54.00	3.5%
Commuter Plan (155 meals per semester) / annual	\$3,250.00	\$3,414.00	\$3,534.00	\$120.00	3.5%
Commuter On the Go (\$800 Dining \$ plus 5 Bonus	\$1,600.00	\$1,600.00	\$1,600.00	\$0.00	0.0%
Unlimited Plus (unlimited DC access, \$500 dinin	\$5,670.00	\$5,954.00	\$6,162.00	\$208.00	3.5%
Summer/Winter YCMP (20 meals) *	\$210.00	\$215.00	\$218.00	\$3.00	1.4%
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	\$52.50	\$53.00	\$55.00	\$2.00	3.8%
<b>Continuing Education</b>					
Recording Fee, CEU Credits	\$10.00	\$10.00	\$10.00	\$0.00	0.0%
Readmission Fee	\$35.00	\$60.00	\$60.00	\$0.00	0.0%
Credit/Recording Fee	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
Registration (credit)	\$45.00	\$45.00	\$45.00	\$0.00	0.0%
Registration (non-credit)	\$6.00	\$6.00	\$6.00	\$0.00	0.0%
Entering Fee (CPE matriculated UG students)	\$135.00	\$135.00	\$135.00	\$0.00	0.0%
<b>Matriculating Student On-Site (per credit)</b>					
Undergraduate In-State	\$371.00	\$371.00	\$371.00	\$0.00	0.0%
Undergraduate Out-of-State	\$658.00	\$658.00	\$658.00	\$0.00	0.0%
Graduate In-State	\$438.00	\$438.00	\$438.00	\$0.00	0.0%
Graduate Out-of-State	\$750.00	\$750.00	\$750.00	\$0.00	0.0%
<b>Non-Matriculating Student On-Site (per credit)</b>					
Undergraduate	\$371.00	\$371.00	\$371.00	\$0.00	0.0%
Graduate	\$438.00	\$438.00	\$438.00	\$0.00	0.0%
<b>On-Line (per credit)</b>					
Undergraduate	\$371.00	\$371.00	\$371.00	\$0.00	0.0%
Graduate	\$438.00	\$438.00	\$438.00	\$0.00	0.0%
Off Campus Special Programs (per credit) **	\$220-\$900	\$100-\$900	\$100-\$900	\$0.00	0.0%
Non-Matriculated Students Transcript Fee ****	\$6.00	\$6.00	\$6.00	\$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	\$30.00	\$0.00	0.0%
Late Course Add Fee	\$60.00	\$60.00	\$60.00	\$0.00	0.0%

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>Parking</b>					
<b>Non-Employee</b>					
Red Lot	\$419.00	\$444.00	\$485.00	\$41.00	9.2%
Blue Lot	\$353.00	\$375.00	\$410.00	\$35.00	9.3%
Green Lot	\$212.00	\$225.00	\$245.00	\$20.00	8.9%
Purple Lot	\$193.00	\$205.00	\$225.00	\$20.00	9.8%
Yellow Lot	\$67.00	\$70.00	\$75.00	\$5.00	7.1%
<b>All Students</b>					
Green Lot	\$330.00	\$340.00	\$350.00	\$10.00	2.9%
Purple Lot	\$295.00	\$305.00	\$314.00	\$9.00	3.0%
Yellow Lot	\$240.00	\$248.00	\$255.00	\$7.00	2.8%
<b>GEO and Employee</b>					
Red Lot (Employee only)	\$122 - \$419	\$126 - \$444	\$132 - \$467	\$6-\$23	4.8%-5.2%
Blue Lot	\$85 - \$353	\$88 - \$375	\$92 - \$394	\$4-\$19	4.5%-5.0%
Green Lot	\$64 - \$212	\$66 - \$225	\$69 - \$236	\$3-\$11	4.5%-\$4.9%
Purple Lot	\$58 - \$193	\$60-\$205	\$63-\$215	\$3-\$10	5.0%-4.9%
Yellow Lot	\$42 - \$67	\$44 - \$70	\$46 - \$74	\$2-\$4	4.5%-5.7%
<b>Other Permit Fees</b>					
Mobile, Vendor	\$800.00	\$850.00	\$915.00	\$65.00	7.6%
Lower Garage (Employee)	\$265 - \$1,095	\$274 - \$1,164	\$287 - \$1,223	\$13-\$59	4.7%-5.1%
Lower Garage (Non-Employee and Student)	\$1,095.00	\$1,164.00	\$1,223.00	\$59.00	5.1%
Upper Garage (Employee)	\$154 - \$631	\$159 - \$671	\$167 - \$705	\$8-\$34	5.0%-5.1%
Upper Garage (Non-Employee and Student)	\$631.00	\$671.00	\$705.00	\$34.00	5.1%
Resident Staff	\$80.00	\$83.00	\$99.00	\$16.00	19.3%
Retired Employees	\$23-\$80	\$24-\$83	\$40-\$99	\$16.00	66.7%-19.3%
Night, Motorcycle (Employees)	\$48 - \$118	\$49 - \$125	\$51 - \$131	\$2-\$6	4.1%-4.8%
Night, Motorcycle (Non-Employee and Student)	\$118.00	\$125.00	\$131.00	\$6.00	4.8%
Lincoln & North Village Apartments	\$111.00	\$115.00	\$120.00	\$5.00	4.3%
Special needs, Emeritus, Child Care	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
<b>Temporary One Lot</b>					
Daily	\$5.00	\$6.00	\$7.00	\$1.00	16.7%
Weekly	\$20.00	\$25.00	\$30.00	\$5.00	20.0%
Monthly	\$60.00	\$75.00	\$90.00	\$15.00	20.0%
<b>Temporary Multi-Lot</b>					
Weekly	\$40.00	\$48.00	\$55.00	\$7.00	14.6%
Monthly	\$140.00	\$160.00	\$180.00	\$20.00	12.5%
Metered Parking (per hour)	\$1.00	\$1.50	\$1.50	\$0.00	0.0%
Garage (per hour)	\$1.50	\$1.75	\$1.75	\$0.00	0.0%
Night Parking Permit Fee (annual)	N/A	\$36.00	\$36.00	\$0.00	0.0%
Night Parking Daily Fee	N/A	\$3.00	\$3.00	\$0.00	0.0%
Citation Late Fee	\$10.00	\$10.00	\$10.00	\$0.00	0.0%
<b>Violation Fines</b>	\$20 - \$100	\$20 - \$100	\$20 - \$150	\$0-\$50	0%-50%
Parking Payment Administrative Fee	N/A	\$25.00	\$25.00	\$0.00	0.0%
Lost or Stolen Permit	\$5.00	\$10.00	\$10.00	\$0.00	0.0%
Mass RMV Hold	\$25.00	\$30.00	\$30.00	\$0.00	0.0%
Portable Permits	\$10.00	\$12.00	\$12.00	\$0.00	0.0%

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>Residence Halls &amp; Family Housing:</b>					
<b>Family Housing (rents are per month)</b>					
<b><u>North Village:</u></b>					
1 Bedroom	\$775.00	\$791.00	\$815.00	\$24.00	3.0%
1 Bedroom Handicapped	\$775.00	\$791.00	\$815.00	\$24.00	3.0%
1 Bedroom Handicapped (tenant not handicapped)	\$795.00	\$811.00	\$835.00	\$24.00	3.0%
2 Bedroom	\$906.00	\$924.00	\$952.00	\$28.00	3.0%
2 Bedroom Handicapped	\$906.00	\$924.00	\$952.00	\$28.00	3.0%
2 Bedroom Handicapped (tenant not handicapped)	\$926.00	\$944.00	\$972.00	\$28.00	3.0%
<b><u>Residence Halls</u></b>					
Standard Shared Room	\$5,895.00	\$6,190.00	\$6,407.00	\$217.00	3.5%
Single Room (includes Sylvan Double as Single)	\$7,840.00	\$8,232.00	\$8,520.00	\$288.00	3.5%
Sylvan Suite Singles	\$7,127.00	\$7,484.00	\$7,745.00	\$261.00	3.5%
Sylvan Suites Shared	\$5,359.00	\$5,627.00	\$5,825.00	\$198.00	3.5%
North Apartments Single Room (9 months)	\$10,806.00	\$11,346.00	\$11,743.00	\$397.00	3.5%
<b>Commonwealth Honors College Residential Complex</b>					
Single Apartments	\$10,906.00	\$11,446.00	\$11,843.00	\$397.00	3.5%
Single Suites	\$9,503.00	\$9,934.00	\$10,252.00	\$318.00	3.2%
Shared Apartments	\$8,200.00	\$8,606.00	\$8,905.00	\$299.00	3.5%
Single Rooms	\$8,638.00	\$9,031.00	\$9,319.00	\$288.00	3.2%
Suite Shared	\$7,145.00	\$7,469.00	\$7,708.00	\$239.00	3.2%
Shared Rooms	\$6,495.00	\$6,790.00	\$7,007.00	\$217.00	3.2%
<b><u>Lincoln Apartments</u></b>					
Studio, Furnished (9 months)	\$8,539.00	\$8,966.00	\$9,280.00	\$314.00	3.5%
1 Bedroom, Furnished (9 months)	\$9,893.00	\$10,388.00	\$10,752.00	\$364.00	3.5%
2 Bedrooms, Furnished (9 months)	\$7,917.00	\$8,313.00	\$8,604.00	\$291.00	3.5%
Residential Telecommunications Fee	\$242.00	\$252.00	\$252.00	\$0.00	0.0%
Cancellation Fee	\$100-\$500	\$100-\$500	\$100-\$500	\$0.00	0.0%
Break Housing (add to rent)	\$500.00	\$500.00	\$500.00	\$0.00	0.0%
<b><u>Daily and Summer Student Fees / Per Day</u></b>					
Shared	\$28.00	\$29.00	\$31.00	\$2.00	6.9%
Shared Sylvan	\$26.00	\$27.00	\$28.00	\$1.00	3.7%
Single Occupancy (including Sylvan Double)	\$37.00	\$39.00	\$41.00	\$2.00	5.1%
Single Sylvan	\$34.00	\$36.00	\$37.00	\$1.00	2.8%
Early Arrival Fee (per/diem)	\$50.00	\$50.00	\$50.00	\$0.00	0.0%
<b>Residence Halls Surcharges:</b>					
Expanded Single	\$400.00	\$400.00	\$400.00	\$0.00	0.0%
Double used for Single	\$1,200.00	\$1,200.00	\$1,600.00	\$400.00	33.3%
Triple used for Double	\$700.00	\$700.00	\$800.00	\$100.00	14.3%
Triple used for Single	\$1,400.00	\$1,400.00	\$1,600.00	\$200.00	14.3%
Quad used for Triple	\$700.00	\$700.00	\$800.00	\$100.00	14.3%
Quad used for Double	\$750.00	\$750.00	\$900.00	\$150.00	20.0%
Quad used for Single	\$1,500.00	\$1,500.00	\$1,600.00	\$100.00	6.7%
<b>Improper Room Checkout Fees:</b>					
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, FY17 fees are charged May through August 2017

\*\* 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

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY16_FY17	% Change FY16_FY17
<b>Application Fee:</b>					
Undergraduate	\$75	\$75	\$75	\$0	0.0%
Graduate Instate	\$75	\$75	\$75	\$0	0.0%
Graduate Out-of-State	\$75	\$75	\$75	\$0	0.0%
Graduate International	\$75	\$75	\$75	\$0	0.0%
<b>Bursar Administrative Fees:</b>					
Student Bill Late Payment Fee	\$50	\$50	\$50	\$0	0.0%
Returned Check Fee	\$25	\$25	\$25	\$0	0.0%
<b>Engineering Computer Services:</b>					
Undergraduate & Graduate Computer Fee (Summer)	\$10	\$10	\$10	\$0	0.0%
<b>Student Activities:</b>					
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%
<b>Student Legal Services Office:</b>					
Stockbridge Student Pro-Rated Activities Fee	\$97.00	\$102.00	\$102.00	\$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%
<b>Student Health:</b>					
Summer Basic CE (6/1 - 7/31)	\$411	\$432	\$454	\$21	4.9%
Summer Basic CE - per Week	\$51	\$54	\$57	\$2	3.7%
Family Fall (8/1 - 1/31)	\$1,091	\$1,146	\$1,203	\$57	5.0%
Family Spring (2/1 - 7/31)	\$1,091	\$1,146	\$1,203	\$57	5.0%
Undergrad, Graduate < 5 Credits per semester	\$327	\$343.50	\$360.50	\$17	4.9%
GEO < 5 Credits per semester	\$327	\$343.50	\$360.50	\$17	4.9%
CE > 3 credits / UWW / Program Fee per semester	\$327	\$343.50	\$360.50	\$17	4.9%

**UNIVERSITY OF MASSACHUSETTS, BOSTON**

**STUDENT TUITION & FEE SCHEDULES**

FY 2017 TUITION & MANDATORY FEES

FY 2017 NON-MANDATORY FEES

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2017 TUITION & MANDATORY FEES  
SUMMARY TABLE

	FY2015 Actual	FY2016 Actual	FY2016 TR Effect	FY2017 Proposed	\$ Change	% Change
<b>UNDERGRADUATE</b>						
<b>TUITION</b>						
Undergraduate (resident)	\$1,714	\$1,714	\$12,360	\$13,110	\$750	6.1%
Undergraduate (non-resident)	\$9,758	\$9,758	\$29,598	\$31,698	\$2,100	7.1%
<b>CURRICULUM SUPPORT FEE</b>						
Undergraduate (resident)	\$9,606	\$10,172	\$0	\$0	\$0	0.0%
Undergraduate (non-resident)	\$17,986	\$19,366	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Student Activities (Undergraduate)	\$72	\$72	\$72	\$75	\$3	4.2%
Technology	\$100	\$250	\$250	\$250	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Undergraduate (resident)	\$11,492	\$12,208	\$12,682	\$13,435	\$753	5.9%
Undergraduate (non-resident)	\$27,916	\$29,446	\$29,920	\$32,023	\$2,103	7.0%
<b>GRADUATE</b>						
<b>TUITION</b>						
Graduate (resident)	\$2,590	\$2,590	\$15,763	\$16,863	\$1,100	7.0%
Graduate (non-resident)	\$9,758	\$9,758	\$30,763	\$32,913	\$2,150	7.0%
<b>CURRICULUM SUPPORT FEE</b>						
Graduate (resident)	\$11,752	\$12,699	\$0	\$0	\$0	0.0%
Graduate (non-resident)	\$18,658	\$20,531	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Student Activities (Graduate)	\$102	\$102	\$102	\$105	\$3	2.9%
Technology	\$100	\$100	\$250	\$250	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Graduate (resident)	\$14,544	\$15,491	\$16,115	\$17,218	\$1,103	6.8%
Graduate (non-resident)	\$28,618	\$30,491	\$31,115	\$33,268	\$2,153	6.9%



FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change	% Change
<b>OTHER FEES</b>					
Athletics	\$177	\$177	\$0	\$0	0.0%
Campus Center	\$130	\$130	\$0	\$0	0.0%
Health Services	\$167	\$167	\$0	\$0	0.0%
<b>Online Courses (per credit):</b>					
Undergraduate	\$351.00	\$365.00	\$380.00	\$15.00	4%
Graduate	\$490.00	\$505.00	\$520.00	\$15.00	3%
<b>Program Fees</b>					
<b>Management</b>					
Undergraduate per Semester (Fall / Spring)	\$400.00	\$412.00	\$425.00	\$13.00	3%
Undergraduate (Winter / Summer)	\$200.00	\$206.00	\$212.00	\$6.00	3%
Graduate per Semester (Fall / Spring)	\$800.00	\$840.00	\$860.00	\$20.00	2%
Graduate (Winter / Summer)	\$400.00	\$420.00	\$430.00	\$10.00	2%
<b>Nursing</b>					
Undergraduate Students (Fall / Spring)	\$400.00	\$500.00	\$500.00	\$0.00	0%
Undergraduate Program (Winter / Summer)	\$200.00	\$250.00	\$250.00	\$0.00	0%
Graduate Students (Fall / Spring)	\$700.00	\$700.00	\$700.00	\$0.00	0%
Graduate Program (Winter / Summer)	\$350.00	\$350.00	\$350.00	\$0.00	0%
<b>E&amp;HS</b>					
Undergraduate Students (Fall / Spring)	\$300.00	\$400.00	\$400.00	\$0.00	0%
Undergraduate Program (Winter / Summer)	\$150.00	\$200.00	\$200.00	\$0.00	0%
Graduate Students (Fall / Spring)	\$700.00	\$700.00	\$700.00	\$0.00	0%
Graduate Program (Winter / Summer)	\$350.00	\$350.00	\$350.00	\$0.00	0%
<b>CLA Infant Parent Mental Health Graduate Certificate</b>					
Program fee	\$9,500.00	\$9,500.00	\$9,500.00	\$0.00	0%
Application fee	\$75.00	\$75.00	\$75.00	\$0.00	0%
<b>Laboratory Fees</b>					
Anthropology	\$54.00	\$54.00	\$61.00	\$7.00	13%
Art	\$44.00 - \$125.00	\$44.00 - \$125.00	\$112.00 - \$128.00	\$43 - \$68	34 - 151%
Biology	\$81.00 - \$107.00	\$81.00 - \$107.00	\$86.00 - \$112.00	\$5.00	5 - 6%
Chemistry	\$107.00	\$107.00	\$135.00	\$28.00	26%
Communications & Theatre Arts	\$17.00 - \$35.00	\$17.00 - \$35.00	\$17.00 - \$35.00	\$0.00	0%
Computer Science	\$21.00 - \$55.00	\$21.00 - \$55.00	\$21.00 - \$55.00	\$0.00	0%
School for the Environment	\$52.00 - \$170.00	\$52.00 - \$170.00	\$52.00 - \$170.00	\$0.00	0%
Exercise & Health Sciences	\$50.00 - \$62.00	\$50.00 - \$62.00	\$50.00 - \$62.00	\$0.00	0%
College of Ed & Human Development	\$18.00 - \$150.00	\$18.00 - \$124.00	\$19.00 - \$128.00	\$4.00	3%
Language Lab	\$26.00 - \$55.00	\$26.00 - \$55.00	\$26.00 - \$55.00	\$0.00	0%
Mathematics	\$55.00	\$55.00	\$55.00	\$0.00	0%
Nursing	\$34.00 - \$348.00	\$34.00 - \$348.00	\$34.00 - \$348.00	\$0.00	0%
Physics	\$33.00 - \$82.00	\$33.00 - \$82.00	\$33.00 - \$90.00	\$8.00	10%
Engineering	\$52.00 - \$103.00	\$52.00 - \$103.00	\$57.00 - \$113.00	\$5 - \$10	10%
Psychology	\$25.00 - \$64.00	\$25.00 - \$64.00	\$28.00 - \$72.00	\$3 - \$8	12%
Sociology	\$100.00	N/A	N/A	N/A	N/A
<b>Administrative Fees</b>					
Admissions Processing - Undergraduate International	\$100.00	\$100.00	\$100.00	\$0.00	0%
Admissions Processing - Undergraduate Non-Resident	\$60.00	\$60.00	\$60.00	\$0.00	0%
Admissions Processing - Undergraduate Resident	\$60.00	\$60.00	\$60.00	\$0.00	0%
Admissions Processing - Undergrad Late Registration Fee	\$100.00	\$100.00	\$100.00	\$0.00	0%
Admissions Processing - Undergrad Deposit Fee	\$200.00	\$200.00	\$200.00	\$0.00	0%
Admissions Processing - Undergrad Non Degree	\$60.00	\$60.00	\$60.00	\$0.00	0%
Admissions Processing - Undergrad Summer I,II	\$100.00	\$100.00	\$100.00	\$0.00	0%
Admissions Processing - Graduate International	\$107.00	\$100.00	\$100.00	\$0.00	0%
Admissions Processing - Graduate Non-Resident	\$64.00	\$60.00	\$60.00	\$0.00	0%
Admissions Processing - Graduate Resident	\$64.00	\$60.00	\$60.00	\$0.00	0%

FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change	% Change
Admissions Processing - Graduate Deposit Fee	\$250.00	\$250.00	\$250.00	\$0.00	0%
Admissions Processing - Graduate Deferral Fee	\$25.00	\$25.00	\$25.00	\$0.00	0%
Graduate Studies Program Fee	\$432.00	\$450.00	\$450.00	\$0.00	0%
E-Portfolio Fee	\$124.00	\$128.00	\$132.00	\$4.00	3%
Late Payment	\$107.00	\$113.00	\$116.00	\$3.00	3%
Payment Plan Fee (a)	\$39.00	\$40.00	\$41.00	\$1.00	3%
Returned Check Fee	\$26.00	\$27.00	\$28.00	\$1.00	4%
Commencement (b )	\$200.00	\$200.00	\$200.00	\$0.00	0%
Non-Matriculated Student Transcript Fee	\$10.00	\$10.00	\$10.00	\$0.00	0%
Reactivation Fee	\$60.00	\$60.00	\$60.00	\$0.00	0%
ID Card, Matriculated and non credit students	\$10.00	\$25.00	\$25.00	\$0.00	0%
ID Card, Replacement	\$20.00	\$25.00	\$25.00	\$0.00	0%
ID Card, Online	\$20.00	\$25.00	\$25.00	\$0.00	0%
Replacement ISC (one card)	N/A	\$25.00	\$25.00	\$0.00	0%
Mass Media	\$17.00	\$17.00	\$17.00	\$0.00	0%
New Student Fee	\$643.00	\$643.00	\$643.00	\$0.00	0%
Student Renewable Energy Fee	\$7.00	\$7.00	\$7.00	\$0.00	0%
<b>International Fees</b>					
Study Abroad Fee	\$100.00	\$100.00	\$100.00	\$0.00	0%
International Student Fee	\$310.00	\$310.00	\$320.00	\$10.00	3%
<b>Global Programs Support Fees</b>					
Education Abroad Engagement Fee (c)			\$20.00	\$20.00	100%
<b>Health Fees</b>					
Student Health Insurance Plan (SHIP) (d)	\$2,131.00	\$1,920.00	\$2,035.00	\$115.00	6%

Notes:

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

*b Mandatory charge for anticipated degree recipients only*

*c New fee voted on by the student body, proposed by the Office of Global Programs and actuarial experience.*

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change	% Change
<b>Program Fees</b>					
CAPS Winter/Summer					
Undergraduate	351.00	365.00	380.00	\$15.00	4%
Graduate	490.00	505.00	520.00	\$15.00	3%
Executive MBA, MSA, MFA Program					
Professional graduate program fee*	N/A	\$840.00	\$870.00	\$30.00	4%
Summer Services Fees*	\$199	\$237	237.00	\$0.00	0%
CAPS - non credit program	\$32.00 - \$5,500.00	\$32.00 - \$5,500.00	\$25.00 - \$6,250.00	\$250.00	4%
CAPS - professional development	\$25.00 - \$6,000.00	\$25.00 - \$6,000.00	\$25.00 - \$6,250.00	\$250.00	4%
<b>Other Fees</b>					
Parking, Per day	\$6.00	\$6.00	\$6.00	\$0.00	0%
Parking, 5-day park pass	\$29.00	\$29.00	\$29.00	\$0.00	0%
Parking, 10-day park pass	\$56.00	\$56.00	\$56.00	\$0.00	0%
Parking, 30-day park pass	\$162.00	\$162.00	\$162.00	\$0.00	0%
Parking, 45-day park pass	\$238.00	\$238.00	\$238.00	\$0.00	0%
Parking, 60-day park pass	\$300.00	\$300.00	\$300.00	\$0.00	0%
Parking, Monthly pass	\$96.00	\$96.00	\$96.00	\$0.00	0%
Parking, Semester pass	\$342.00	\$342.00	\$342.00	\$0.00	0%
Parking, Semester pass (students - pre-pay)	\$325.00	\$325.00	\$325.00	\$0.00	0%
Marine Ops - Small Boat Rental (per hour)	\$65.00	\$65.00	\$65.00	\$0.00	0%
Marine Ops - Dockage Fees (per foot)	\$2.00	\$2.00	\$2.00	\$0.00	0%
Marine Ops - Mooring Fees (per foot)	\$1.00	\$1.00	\$1.00	\$0.00	0%
Marine Ops - R/V John F. Looney Jr. (2 hours)	\$270.00	\$270.00	\$270.00	\$0.00	0%
Marine Ops - M/V Columbia Point (2 hours)	\$690.00	\$690.00	\$690.00	\$0.00	0%
Marine Ops - Fox Point Pavillion Rental (per reservation)	\$60.00	\$60.00	\$60.00	\$0.00	0%
Marine Ops - Harbor Walk Bench	1000	\$1,050.00	\$1,100.00	\$50.00	5%
Marine Ops - Head of the Harbor	\$95.00	N/A	N/A	N/A	N/A
Marine Ops - Harbor Cruises**	\$5.00 - \$10.00	\$5.00 - \$10.00	\$5.00 - \$10.00	\$0.00	0%
Marine Ops - Island Adventures per hour	\$900.00	\$900.00	\$900.00	\$0.00	0%
Marine Ops - Science at Sea	\$1,400.00	\$1,400.00	\$1,400.00	\$0.00	0%
Marine Ops - Special Events	\$500.00 - \$1,000.00	\$500.00 - \$1,000.00	\$500.00 - \$1,000.00	\$0.00	0%
Early Learning Center Tuition - Toddlers (per day)	\$54.00	\$59.00	\$64.00	\$5.00	8%
Early Learning Center Tuition - Preschoolers (per day)	\$42.00	\$47.00	\$52.00	\$5.00	11%
WUMB, Membership plans	\$60.00 - \$1,000.00	\$60.00 - \$1,000.00	\$60.00 - \$1,000.00	\$0.00	0%
WUMB, Winter Acoustic Music Weekend - Member	\$400.00	\$400.00	\$400.00	\$0.00	0%
WUMB, Winter Acoustic Music Weekend - Non member	\$425.00	\$425.00	\$425.00	\$0.00	0%
WUMB, Inn, 3 floor and Cottages - Member	\$900.00	\$900.00	\$900.00	\$0.00	0%
WUMB, Inn 2 floor - Member	\$950.00	\$950.00	\$950.00	\$0.00	0%
WUMB, Inn 2 floor Double Bed, Tree Line Cabin- Member	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0%
WUMB, Inn, 3 floor and Cottages - Non member	\$950.00	\$950.00	\$950.00	\$0.00	0%
WUMB, Inn 2 floor - Non member	\$1,000.00	\$1,000.00	\$1,000.00	\$0.00	0%
WUMB, Inn 2 floor Double Bed, Tree Line Cabin- Non member	\$1,025.00	\$1,025.00	\$1,025.00	\$0.00	0%

**Notes:**

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

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

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

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change	% Change
<b>Other Fees (Not Student Related)</b>					
Athletics - Beacon Fitness Ctr Employees & Alumni - Annual	\$202.00	\$202.00	\$216.00	\$14.00	7%
Athletics - Beacon Fitness Center Community Adult - Annual	\$199.00	\$199.00	\$125.00	-\$74.00	-37%
Athletics - Beacon Fitness Center Community Family - Annual	\$221.00	\$221.00	\$160.00	-\$61.00	-28%
Athletics - Beacon Fitness Center Community Youth - Annual	\$33.00	\$33.00	\$30.00	-\$3.00	-9%
Athletics - Beacon Fitness Center Community Personal Trainer - Hourly	\$31.00	\$31.00	\$35.00	\$4.00	13%
Athletics - Clark Athletic Center , Creative Room Rental - Hourly	\$110.00	\$110.00	\$110.00	\$0.00	0%
Athletics - Clark Athletic Center , Lobby - Hourly	\$100.00	\$100.00	\$100.00	\$0.00	0%
Athletics - Clark Athletic Center Gymnasium - Hourly	\$350.00	\$350.00	\$350.00	\$0.00	0%
Athletics - Clark Locker Rooms (case by case request) -/Hour /locker room	\$54.00	\$54.00	\$54.00	\$0.00	0%
Athletics - Clark Center , Dive Well only Lifeguard	\$57.00	\$57.00	\$58.00	\$1.00	2%
Athletics - Ice Rink Rental - per hour	\$250.00	\$250.00	\$250.00	\$0.00	0%
Athletics - Swimming Pool Rental - Hourly (including Lifeguard)	\$109.00	\$109.00	\$112.00	\$3.00	3%
Athletics - Softball Field Rental - Per game	\$275.00	\$275.00	\$275.00	\$0.00	0%
Athletics - 400-Meter Track, lacrosse/soccer field, per game/match	\$300.00	\$300.00	\$300.00	\$0.00	0%
Athletics - Facility Staff Member	\$49.00	\$49.00	\$49.00	\$0.00	0%
Athletics - Additional Life Guard - per hour	\$17.00	\$17.00	\$18.00	\$1.00	6%
Athletics - Additional Ice Rink Attendant - per hour	\$16.00	\$16.00	\$16.00	\$0.00	0%
Athletics - Student Employee - per hour	\$14.00	\$14.00	\$14.00	\$0.00	0%
Athletics - UMB Game Admission - Spectator over 12 yrs.	\$7.00	\$7.00	\$7.00	\$0.00	0%
Athletics - Monan Park Rentals - Main field per game			\$600.00	\$600.00	100%
Athletics - Monan Park Rentals - JV field per game			\$250.00	\$250.00	100%
Athletics - Monan Park Rentals - All day tournaments, 2-3 days			\$5,000.00	\$5,000.00	100%
Athletics - Monan Park Rentals - Both fields per game			\$850.00	\$850.00	100%
Center for Collaborative Leadership - Workshop Fee	\$7,000.00	\$7,000.00	\$7,000.00	\$0.00	0%
Center for Collaborative Leadership - Luncheon Fee	\$100.00	\$100.00	\$100.00	\$0.00	0%
Center for Collaborative Leadership - Breakfast Fee	\$0.00	\$50.00	\$50.00	\$0.00	0%
Center for Collaborative Leadership - 2 Hour Programming	\$0.00	\$50.00	\$50.00	\$0.00	0%
Center for Collaborative Leadership - Half-day Programming for alumni	\$350.00	\$350.00	\$350.00	\$0.00	0%
Center for Collaborative Leadership - Full-day programming for alumni	\$750.00	\$750.00	\$750.00	\$0.00	0%
Distance Learning Ctr - Audio Visual Production Products (each)	\$5.00 - \$47.00	\$5.00 - \$47.00	\$5.00 - \$47.00	\$0.00	0%
Distance Learning Ctr - Audio Visual Production Services (per hour)	\$12.00 - \$163.00	\$12.00 - \$163.00	\$12.00 - \$163.00	\$0.00	0%
ILT - ALERTA Summer Program Fee plus optional lunch fee (per student)	\$27.00 - \$106.00	N/A	\$30 - \$110	\$3 - \$4	3%
ILT - TAG Summer Program Fee for EXCEL (per student)	\$27.00 - \$106.00	N/A	\$30 - \$110	\$3 - \$4	3%
ILT - TAG Summer Program Fee for SPELL (per student)	\$27.00 - \$106.00	N/A	\$30 - \$110	\$3 - \$4	3%
Joiner Center - Sale of Center Publications/Videos	\$12.00 - \$31.00	\$12.00 - \$31.00	\$12.00 - \$31.00	\$0.00	0%
Joiner Center - Writer's Workshop Fee (one week/two weeks)	\$238.00 - \$433.00	\$38.00 - \$433.00	\$250 - \$500	\$0.00	0%
Osher Lifelong Learning Institute (OLLI) (formerly LETS) - Annual Membersh	\$150.00	\$150.00	\$150.00	\$0.00	0%
Library - Overdue Fines	\$0.75 - \$30.00	\$0.75 - \$30.00	\$0.75 - \$30.00	\$0.00	0%
Library - Book Replacement Fee	\$1.03 - \$1,030.00	\$1.03 - \$1,030.00	\$1.03 - \$1,030.00	\$0.00	0%
Library - Book Replacement Processing Costs	\$30.00	\$30.00	\$30.00	\$0.00	0%
Library - 3 Hour Reserve Materials Late Fee	\$.10 - \$150.00	\$.10 - \$150.00	\$.10 - \$150.00	\$0.00	0%
Library - 2 Day Reserve Late Fee	\$30.00 - \$150.00	\$30.00 - \$150.00	\$30.00 - \$150.00	\$0.00	0%

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change	% Change
<b>Other Fees (Not Student Related)</b>					
Library - Interlibrary Loan - Overdue Fee	\$0.75 - \$30.00	\$0.75 - \$30.00	\$0.75 - \$30.00	\$0.00	0%
Library - Interlibrary Loan - Book Replacement Costs	\$1.03 - \$1,030.00	\$1.03 - \$1,030.00	\$1.03 - \$1,030.00	\$0.00	0%
Library - Interlibrary Loan - Book Replacement Processing Fee	\$30.00	\$30.00	\$30.00	\$0.00	0%
Library - Archive copying fees	\$.15 - \$15	\$.15 - \$15	\$.15 - \$15	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - per night)	\$30.00	\$30.00	\$30.00	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - per night, full condo)	\$25.00	\$25.00	\$25.00	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - full condo)	\$400.00	\$400.00	\$400.00	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - full condo)	\$300.00	\$300.00	\$300.00	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (non UMB users - per week, full condo)	\$200.00	\$200.00	\$200.00	\$0.00	0%
Nantucket Field Station - Gouin Village Apartments (UMB users - per week, full condo)	\$150.00	\$150.00	\$150.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (non UMB users - per night)	\$25.00	\$25.00	\$25.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (UMB users - per night)	\$15.00	\$15.00	\$15.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (non UMB users - per week)	\$100.00	\$100.00	\$100.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (UMB users - per week)	\$80.00	\$80.00	\$80.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (non UMB users - per week both bunk rooms)	\$200.00	\$200.00	\$200.00	\$0.00	0%
Nantucket Field Station - Bunkhouse (UMB users - per week both bunk rooms)	\$150.00	\$150.00	\$150.00	\$0.00	0%
Nantucket Field Station - Station Use Fee	\$8.00	\$8.00	\$8.00	\$0.00	0%
Nantucket Field Station - Meeting Fee (per day)	\$75.00	\$75.00	\$75.00	\$0.00	0%
Nantucket Field Station - Vehicle Use Fee (per day)	\$20.00	\$20.00	\$20.00	\$0.00	0%
New England Resource Center for Higher Education (NERCHE) - Assoc Membership	\$200.00	N/A	N/A	N/A	N/A
NERCHE - Institutional Membership	\$800.00	N/A	N/A	N/A	N/A
NERCHE - Lynton Colloquium	\$150.00	\$150.00	\$150.00	\$0.00	0%
NERCHE - Think Tank Membership	\$725.00	N/A	N/A	N/A	N/A
NERCHE - Virtual Think Tank Registration Fee	\$200.00	\$210.00	N/A	N/A	N/A
NERCHE - Virtual Think Tank Recording	\$100.00	\$100.00	N/A	N/A	N/A
ODI - Commonwealth Compact Talent Network Access Tier 1	\$1,000 - \$10,000	\$600.00 - \$10,000.00		\$0.00	0%
ODI - Commonwealth Compact Talent Network Access Tier 2	\$250 - \$5,000	\$300.00 - \$5,000.00		\$0.00	0%
ODI - Commonwealth Compact Talent Network Access Sole Practitioners	\$250.00	\$250.00	\$100.00	\$0.00	0%
Campus Center Vendor Fee (charged to vendor)	\$182.00 - \$351.00	\$82.00 - \$351.00	\$33.00 - \$200.00	\$0.00	0%
Student Affairs, Student Locker Rental - per semester	\$16.00	\$20.00	\$20.00	\$0.00	0%
Student Affairs, Student Locker Rental - per academic year	\$20.00	\$25.00	\$25.00	\$0.00	0%
Public Safety, Parking Fines - category 1	\$25.00 - \$150.00	\$75.00 - \$150.00	\$75.00 - \$150.00	\$0.00	0%
Public Safety, Parking Fines - category 2	\$15.00 - \$25.00	\$25.00 - \$35.00	\$25.00 - \$35.00	\$0.00	0%
Public Safety, Police details	\$47 - \$51	\$48 - \$52	\$49 - \$59	\$1 - \$7	2% - 13%
Event Services - All Room Rental Charges	\$90.00 - \$4,975.00	\$100.00 - \$4,975.00	\$100.00 - \$4,975.00	\$0.00	0%
CNHS GoKids - monthly maintenance fee	\$141.00	\$141.00	\$141.00	\$0.00	0%
CNHS GoKids - personal trainer per/hr	\$76.00	\$76.00	\$76.00	\$0.00	0%
CNHS GoKids - group program per/hr	\$15.00	\$15.00	\$15.00	\$0.00	0%

**Notes:**

*Parking and Transportation proposed rates aligning to the collective bargaining process and will be different depending on location ( Bayside / Campus)*

**UNIVERSITY OF MASSACHUSETTS, DARTMOUTH**

**STUDENT TUITION & FEE SCHEDULES**

FY 2017 TUITION & MANDATORY FEES

FY 2017 NON-MANDATORY FEES

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2017 TUITION & MANDATORY FEES  
SUMMARY TABLE

	FY2015 Actual	FY2016 Actual	FY2016 TR Effect	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>UNDERGRADUATE</b>						
<b>TUITION</b>						
Undergraduate (resident)	\$1,417	\$1,417	\$12,183	\$12,783	\$600	4.9%
Undergraduate (non-resident)	\$8,099	\$8,099	\$25,768	\$27,068	\$1,300	5.0%
<b>CURRICULUM SUPPORT FEE</b>						
Undergraduate (resident)	\$9,629	\$10,181	\$0	\$0	\$0	0.0%
Undergraduate (non-resident)	\$15,885	\$17,084	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Student Fee	\$155	\$155	\$155	\$155	\$0	0.0%
Technology Fee	\$0	\$250	\$250	\$250	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Undergraduate (resident)	\$11,201	\$12,003	\$12,588	\$13,188	\$600	4.8%
Undergraduate (non-resident)	\$24,139	\$25,588	\$26,173	\$27,473	\$1,300	5.0%
<b>RESIDENTS ONLY</b>						
Average Room	\$7,247	\$7,609	\$7,609	\$7,951	\$229	3.0%
Average Board	\$3,822	\$4,013	\$4,013	\$0	-\$4,013	-100.0%
Average Board new plans	\$0	\$0	\$0	\$4,345	\$4,345	NEW
Residential Telecommunications	\$366	\$0	\$0	\$0	\$0	0.0%
Subtotal	\$11,435	\$11,622	\$11,622	\$12,296	\$674	5.8%
<b>TOTAL TUITION AND ROOM &amp; BOARD</b>						
Undergraduate (resident)	\$22,636	\$23,625	\$24,210	\$25,484	\$1,274	5.3%
Undergraduate (non-resident)	\$35,574	\$37,210	\$37,795	\$39,769	\$1,974	5.2%
<b>GRADUATE</b>						
<b>TUITION</b>						
Graduate (resident)	\$2,071	\$2,071	\$14,294	\$14,994	\$700	4.9%
Graduate (non-resident)	\$8,099	\$8,099	\$25,768	\$27,068	\$1,300	5.0%
Graduate Law School (resident)	\$2,071	\$2,071	\$24,386	\$25,586	\$1,200	4.9%
Graduate Law School (non-resident)	\$8,099	\$8,099	\$32,138	\$33,738	\$1,600	5.0%
<b>CURRICULUM SUPPORT FEE</b>						
Graduate (resident)	\$11,246	\$11,638	\$0	\$0	\$0	0.0%
Graduate (non-resident)	\$15,885	\$17,084	\$0	\$0	\$0	0.0%
Graduate Law School (resident)	\$20,996	\$21,730	\$0	\$0	\$0	0.0%
Graduate Law School (non-resident)	\$22,660	\$23,454	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Student Fee	\$155	\$155	\$155	\$155	\$0	0.0%
Technology Fee	\$0	\$250	\$250	\$250	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Graduate (resident)	\$13,472	\$14,114	\$14,699	\$15,399	\$700	4.8%
Graduate (non-resident)	\$24,139	\$25,588	\$26,173	\$27,473	\$1,300	5.0%
Graduate Law School (resident)	\$23,222	\$24,206	\$24,791	\$25,991	\$1,200	4.8%
Graduate Law School (non-resident)	\$30,914	\$31,958	\$32,543	\$34,143	\$1,600	4.9%
<b>RESIDENTS ONLY</b>						
Average Room	\$7,247	\$7,609	\$7,609	\$7,951	\$229	3.0%
Average Board	\$3,822	\$4,013	\$4,013	\$0	-\$4,013	-100.0%
Average Board new plans	\$0	\$0	\$0	\$4,345	\$4,345	NEW
Residential Telecommunications	\$366	\$0	\$0	\$0	\$0	0.0%
Subtotal	\$11,435	\$11,622	\$11,622	\$12,296	\$674	5.8%
<b>TOTAL TUITION AND ROOM &amp; BOARD</b>						
Graduate (resident)	\$24,907	\$25,736	\$26,321	\$27,695	\$1,374	5.2%
Graduate (non-resident)	\$35,574	\$37,210	\$37,795	\$39,769	\$1,974	5.2%

FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>OTHER FEES</b>					
Athletic Fee	\$275	\$0	\$0	\$0	0.0%
Health fee	\$150	\$0	\$0	\$0	0.0%
Campus Center	\$160	\$0	\$0	\$0	0.0%
<b>Administrative Fees</b>					
Orientation (Freshmen)	\$250.00	\$250.00	\$260.00	\$10.00	4.0%
Orientation International students	\$250.00	\$260.00	\$260.00	\$0.00	0.0%
Orientation Transfer Students	\$150.00	\$150.00	\$150.00	\$0.00	0.0%
Graduation Fee (final semester only)	\$150.00	\$180.00	\$180.00	\$0.00	0.0%
Nursing Exam Prep Fee	\$186.00	\$219.00	\$219.00	\$0.00	0.0%
Readmit Fee (students withdrawals and reapply)	\$60.00	\$60.00	\$60.00	\$0.00	0.0%
Continuation of Thesis Fee	\$250.00	\$250.00	\$250.00	\$0.00	0.0%
Withdrawn on Exchange Fee foreign exchange programs	\$250.00	\$250.00	\$250.00	\$0.00	0.0%
Withdrawn on Exchange Fee Formal exchange programs	\$600.00	\$600.00	\$600.00	\$0.00	0.0%
Withdrawn on Exchange Fee-Co-op Exchange programs	\$105-\$305	\$105-\$305	\$105-\$305	\$0.00	0.0%
Student Teaching Practicum	\$750.00	\$750.00	\$750.00	\$0.00	0.0%
<b>Health Fees</b>					
Health Insurance	\$2,165.00	TBD	TBD	TBD	TBD
<b>International Fees</b>					
International Student Fee	\$500.00	\$500.00	\$520.00	\$20.00	4.0%
Hessen Exchange Program Fee German Exchange Program	\$5000-\$7200	\$5000-\$7200	\$10,000-\$14,400	\$0.00	0.0%
<b>Program Fees</b>					
Arts & Sciences Major Fee (Humanities & Social Sciences)	\$365.00	\$383.25	\$402.00	\$18.75	4.9%
Arts & Sciences Major Fee (Sciences)	\$730.00	\$766.50	\$805.00	\$38.50	5.0%
Visual & Performing Arts Major Fee	\$780.00	\$819.00	\$851.00	\$32.00	3.9%
Business Major Fee	\$400.00	\$420.00	\$441.00	\$21.00	5.0%
Nursing Major Fee	\$550.00	\$605.00	\$726.00	\$121.00	20.0%
Engineering Major Fee	\$730.00	\$766.50	\$805.00	\$38.50	5.0%
SMAST Major Fee	\$685.00	\$719.25	\$748.00	\$28.75	4.0%
SEPPCE Major Fee (formerly paying Arts & Sciences Fee)	\$365.00	\$383.25	\$402.00	\$18.75	4.9%
Technology Fee Law School	\$200.00	\$200.00	\$200.00	\$0.00	0.0%
Law School Summer Fee (per credit)	N/A	\$1,020.00	\$1,071.00	\$51.00	5.0%
<b>Other Fees (Not Student Related)</b>					
Applied Music (private music lessons)	\$618.00	\$618.00	\$643.00	\$25.00	4.0%
Alumni Fee**(final semester only)	\$20.00	\$20.00	\$20.00	\$0.00	0.0%



FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>AUXILIARY CHARGES</b>					
<b>Auxiliary Fees</b>					
Room and Board:					
Single Room	\$8,110	\$8,514	\$8,897	383	4%
Double Room	\$7,247	\$7,609	\$7,951	342	5%
Design Triple/Quad Room, Non A/C Trad	\$7,078	\$7,432	\$7,766	334	4%
Triple Room,w A/C: OG	\$7,237	\$7,600	\$7,942	342	4%
Double Room,A/C:OG/PD	\$7,715	\$8,101	\$8,466	365	5%
Cedar Dell "A" Room	\$8,007	\$8,407	\$8,785	378	4%
Cedar Dell	\$8,147	\$8,554	\$8,939	385	5%
New Apartments-4 Bedroom	\$8,511	\$8,935	\$9,337	402	4%
New Apartments-2 Bedroom	\$9,274	\$9,738	\$10,176	438	4%
Single,2-bed/1 bath a/c:Woodlands	\$8,892	\$9,336	\$9,756	420	4%
TeleCom Fee	\$366	\$0	\$0	0	0%
19 Meal Plan	\$3,822	\$4,013	\$0	(4,013)	-100%
14 Meal Plan	\$3,714	\$3,900	\$0	(3,900)	-100%
10 Meal Plan	\$3,326	\$3,492	\$0	(3,492)	-100%
New Meal Platinum Plan	\$0	\$0	\$4,519	4,519	NEW
New Meal Gold Plan	\$0	\$0	\$4,345	4,345	NEW
New Meal Silver Plan	\$0	\$0	\$4,345	4,345	NEW
New Meal Bronze Plan	\$0	\$0	\$2,720	2,720	NEW
Parking:					
Reserved	\$550	\$550	\$550	0	0%
Near Building Spaces	\$0	\$0	\$0	0	0%
Additional Overnight Parking	\$0	\$0	\$0	0	0%
Summer Session	\$25	\$25	\$25	0	0%
Part-Time Students	\$50	\$50	\$50	0	0%
Part-Time Faculty & Staff	\$75	\$75	\$75	0	0%
Full-Time Students	\$185	\$185	\$185	0	0%
Resident Students	\$235	\$235	\$235	0	0%
Full-Time Faculty, Staff	\$150	\$150	\$150	0	0%
<b>Program Fees (Continuing Education)</b>					
*Division of Continuing Education					
Undergraduate Tuition (per credit)	\$313	\$313	\$322	9	3%
Undergraduate Tuition Accelerated BS in Nursing (per credit)	\$0	\$0	\$631		
Graduate Tuition (per credit)	\$368	\$368	\$379	11	3%
Undergraduate Tuition On-Line (per credit)	\$313	\$313	\$322	9	3%
Graduate Tuition On-Line (per credit)	\$368	\$368	\$379	11	3%
Graduate Tuition EDU & MAT program (per credit)	\$368	\$368	\$379	11	3%
Graduate Tuition ABA Program (per credit)	\$439	\$439	\$452	13	3%
Graduate MBS &MPP Program (per credit)	\$521	\$521	\$537	16	3%
Graduate MS in Computer Science Program	\$521	\$521	\$537	16	3%
On-line Technology Fee	\$150-\$200	\$150-\$200	\$150-\$200	0	0%
Application Fee	\$60	\$60	\$60	0	0%
Application Fee-ESL/ALCI	\$0	\$0	\$60	60	NEW
ALCI/ESL Program Fee (per semester)	\$0	\$0	\$5,950	5,950	NEW
Non-Credit Tuition	\$15-\$2000	\$15-\$2000	\$15-\$2000	0	0%
Campus Center (per credit )	\$5	\$5	\$5	0	0%
Library Fee (per credit)	\$6	\$6	\$6	0	0%
Registration (flat fee)	\$30	\$30	\$30	0	0%
Prior Learning Workshops	\$2,128	\$2,128	\$2,128	0	0%
College Fees	\$314-\$780	\$390-\$819	\$402-\$851	0	0%
Corporate Contract Fee	\$133-\$500	\$133-\$500	\$133-\$500	0	0%

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
Pathways Program Fee in state (per semester)	\$5,236	\$5,236	\$5,298	62	1%
Pathways Program Fee out of state (per semester)	\$8,103	\$8,675	\$9,147	472	5%
Pathways Program Fee proximity(per semester)	\$6,561	\$6,949	\$7,221	272	4%
Cape Cod Fee	\$45	\$45	\$0	(45)	-100%
Student Teacher Practicum Fee (per 3 credits)	\$650	\$750	\$750	0	0%
Residential Study Abroad Undergraduate Resident Program Fee	\$23,116	\$24,210	\$0	(24,210)	-100%
Residential Study Abroad Undergraduate Non-Resident Program Fee	\$36,054	\$37,795	\$0	(37,795)	-100%
Residential Study Abroad Undergraduate Regional Program Fee	\$26,426	\$28,374	\$0	(28,374)	-100%
Residential Study Abroad Undergraduate Proximity Program Fee	\$26,427	\$28,374	\$0	(28,374)	-100%

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>Administrative Fees</b>					
Application Fee (In-State)	\$60.00	\$60.00	\$60.00	\$0.00	0.00%
Application Fee (Non-State)	\$65.00	\$65.00	\$65.00	\$0.00	0.00%
Registration Fee Law School	\$200.00	\$200.00	\$200.00	\$0.00	0.00%
Late Fee	\$50.00	\$50.00	\$50.00	\$0.00	0.00%
Late Registration Fee (graduate only)	\$100.00	\$100.00	\$100.00	\$0.00	0.00%
Transcript Fee-Freshman Only	\$100.00	\$100.00	\$100.00	\$0.00	0.00%
Transcript nondegree only	\$20.00	\$20.00	\$20.00	\$0.00	0.00%
ID (Replacement Only)	\$25.00	\$25.00	\$25.00	\$0.00	0.00%
Enrollment Deposit	\$200.00	\$200.00	\$200.00	\$0.00	0.00%

**UNIVERSITY OF MASSACHUSETTS, LOWELL**

**STUDENT TUITION & FEE SCHEDULES**

FY 2017 TUITION & MANDATORY FEES

FY 2017 NON-MANDATORY FEES

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2017 TUITION & MANDATORY FEES  
SUMMARY TABLE

	FY2015 Actual	FY2016 Actual	FY2016 TR Effect	FY2017 Proposed	FY16-17 change	FY16-17 change
<b>UNDERGRADUATE</b>						
<b>TUITION</b>						
Undergraduate (in state)	\$1,454	\$1,454	\$13,152	\$13,932	\$780	5.9%
Undergraduate (out-of-state)*	\$8,567	\$8,567	\$28,850	\$30,500	\$1,650	5.7%
<b>CURRICULUM SUPPORT FEE</b>						
Undergraduate (in state)	\$10,218	\$10,798	\$0	\$0	\$0	0.0%
Undergraduate (out-of-state)*	\$18,058	\$19,383	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Campus Technology Fee (Undergraduate and Graduate)	\$100	\$250	\$250	\$250	\$0	0.0%
Student Activity Fee (Undergraduate& Graduate)	\$675	\$925	\$125	\$125	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
<b>Undergraduate (in state)</b>	<b>\$12,447</b>	<b>\$13,427</b>	<b>\$13,527</b>	<b>\$14,307</b>	<b>\$780</b>	<b>5.8%</b>
<b>Undergraduate (out-of-state)</b>	<b>\$27,400</b>	<b>\$29,125</b>	<b>\$29,225</b>	<b>\$30,875</b>	<b>\$1,650</b>	<b>5.6%</b>
<b>RESIDENTS ONLY</b>						
Average Residence Hall Rent	\$7,450	\$7,710	\$7,710	\$7,975	\$265	3.4%
Average Board	\$3,828	\$3,960	\$3,960	\$4,098	\$138	3.5%
<b>SUBTOTAL</b>	<b>\$11,278</b>	<b>\$11,670</b>	<b>\$11,670</b>	<b>\$12,073</b>	<b>\$403</b>	<b>3.5%</b>
<b>TOTAL TUITION AND ROOM &amp; BOARD</b>						
<b>Undergraduate (in state)</b>	<b>\$23,725</b>	<b>\$25,097</b>	<b>\$25,197</b>	<b>\$26,380</b>	<b>\$1,183</b>	<b>4.7%</b>
<b>Undergraduate (out-of-state)</b>	<b>\$38,678</b>	<b>\$40,795</b>	<b>\$40,895</b>	<b>\$42,948</b>	<b>\$2,053</b>	<b>5.0%</b>
<b>GRADUATE</b>						
<b>TUITION</b>						
Graduate (in state)**	\$1,637	\$1,637	\$13,524	\$14,304	\$780	5.8%
Graduate (out-of-state)**	\$6,425	\$6,425	\$24,203	\$25,853	\$1,650	6.8%
<b>CURRICULUM SUPPORT FEE</b>						
Graduate (in state)**	\$10,387	\$10,987	\$0	\$0	\$0	0.0%
Graduate (out-of-state)**	\$15,778	\$16,878	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Campus Technology Fee (Undergraduate and Graduate)	\$100	\$250	\$250	\$250	\$0	0.0%
Student Activity Fee (Undergraduate& Graduate)	\$675	\$925	\$125	\$125	\$0	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
<b>Graduate (in state)</b>	<b>\$12,799</b>	<b>\$13,799</b>	<b>\$13,899</b>	<b>\$14,679</b>	<b>\$780</b>	<b>5.6%</b>
<b>Graduate (out-of-state)</b>	<b>\$22,978</b>	<b>\$24,478</b>	<b>\$24,578</b>	<b>\$26,228</b>	<b>\$1,650</b>	<b>6.7%</b>
<b>RESIDENTS ONLY</b>						
Average Residence Hall Rent	\$7,450	\$7,710	\$7,710	\$7,975	\$265	3.4%
Average Board	\$3,828	\$3,960	\$3,960	\$4,098	\$138	3.5%
<b>SUBTOTAL</b>	<b>\$11,278</b>	<b>\$11,670</b>	<b>\$11,670</b>	<b>\$12,073</b>	<b>\$403</b>	<b>3.5%</b>
<b>TOTAL TUITION AND ROOM &amp; BOARD</b>						
<b>Graduate (in state)</b>	<b>\$24,077</b>	<b>\$25,469</b>	<b>\$25,569</b>	<b>\$26,752</b>	<b>\$1,183</b>	<b>4.6%</b>
<b>Graduate (out-of-state)</b>	<b>\$34,256</b>	<b>\$36,148</b>	<b>\$36,248</b>	<b>\$38,301</b>	<b>\$2,053</b>	<b>5.7%</b>

\* New England Regional Students Program and Proximity Program tuition rates are set at 150% of resident student rates.

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

FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b><u>Administrative Fees</u></b>					
Mass PIRG *	\$11	\$11	\$0	-\$11	-100.0%
Sustainability Fee	\$0	\$0	\$10	\$10	100.0%
<b><u>International Fees</u></b>					
International Student Fee	\$550	\$550	\$1,000	\$450	81.8%
Hessen Exchange Program Fee	N/A	\$3,500	\$3,500	\$0	0.0%
Study Abroad Fee	N/A	\$300	\$300	\$0	0.0%
<b><u>Health Fees</u></b>					
Student Health Insurance+	\$1,362	\$1,310	\$1,415	\$105	8.0%
<b><u>Program Fees</u></b>					
HESI Nursing Exit and Specialty Exams (cost per exam)	\$47 to \$80	\$47 to \$80	\$47 to \$80	\$0	0.0%
Advanced Health Assessment Fee (Graduate) ***	\$400	\$400	\$400	\$0	0.0%
Ed. D Online Summer Residency Fee	N/A	N/A	\$850	\$0	0.0%
M.Ed. Curriculum & Instruction Pre-Practicum Charge	\$150	\$150	\$150	\$0	0.0%
COOP program	\$300	\$300	\$0	-\$300	-100.0%
First Year Student Enrollment Fee	\$200	\$200	\$0	-\$200	-100.0%
Graduation Fee	\$200	\$200	\$0	-\$200	-100.0%
<b><u>Differential Tuition Charges</u></b>					
Francis College of Engineering Fee	\$550	\$600	up to \$750	\$150	25.0%
Kennedy School of Sciences Fee	\$550	\$570	\$600	\$30	5.3%
Music Fee	\$650	\$670	\$670	\$0	0.0%
Art Fee	\$400	\$500	\$500	\$0	0.0%
Manning School of Business Fee	\$220	\$240	up to \$450	\$210	87.5%
College of Health Sciences Fee	\$550	\$600	\$600	\$0	0.0%

\* Mass PIRG charges are subject to student referenda. Inactive in AY2016-17.

There will only be a charge if a majority of students vote in favor of fee.

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

+ "Gold" Tier plan. Includes administrative fees.

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>AUXILIARY CHARGES</b>					
<b>Auxiliary Fees</b>					
<u>Residence Halls Premium Rooms:***</u>					
Traditional Fox Triple /Quad	\$7,450	\$7,710	<b>\$7,975</b>	\$265	3.4%
Traditional Fox Double	\$7,600	\$7,900	<b>\$8,550</b>	\$650	8.2%
Traditional Fox Enhanced Double	\$8,150	\$8,175	<b>\$8,550</b>	\$375	4.6%
Traditional Concordia Double	\$7,450	\$7,710	<b>\$7,975</b>	\$265	3.4%
Concordia Singles	\$8,800	\$9,110	<b>\$9,425</b>	\$315	3.5%
Traditional ICC Double	\$8,800	\$9,110	<b>\$9,425</b>	\$315	3.5%
ICC Triple	\$8,200	\$8,175	<b>\$7,975</b>	-\$200	-2.4%
Traditional Leitch & Bourgeois Quad	\$7,945	\$8,050	<b>\$7,975</b>	-\$75	-0.9%
Traditional Leitch & Bourgeois Double	\$8,200	\$8,200	<b>\$8,550</b>	\$350	4.3%
Donahue Suite Double	\$8,650	\$8,950	<b>\$9,500</b>	\$550	6.1%
Sheehy Suite Double	\$8,600	\$8,925	<b>\$9,500</b>	\$575	6.4%
Princeton Apt Single	\$9,650	\$9,990	<b>\$9,990</b>	\$0	0.0%
Moody Double	\$9,900	\$10,235	<b>\$10,650</b>	\$415	4.1%
Moody Single	\$10,200	\$10,560	<b>\$10,950</b>	\$390	3.7%
Merrimack Double	\$9,900	\$10,235	<b>\$10,650</b>	\$415	4.1%
Merrimack Single	\$10,200	\$10,560	<b>\$10,950</b>	\$390	3.7%
USuites Double	\$9,900	\$10,250	<b>\$10,650</b>	\$400	3.9%
USuites Single	\$9,900	\$10,560	<b>\$10,650</b>	\$90	0.9%
Riverview Suites Apt	\$10,200	\$10,560	<b>\$10,950</b>	\$390	3.7%
Riverview Suites phase II	N/A	\$10,175	<b>\$10,500</b>	\$325	3.2%
<u>Meal Plan Options:</u>					
Platinum Unlimited + 350 points and 8 guest meals	\$4,356	\$4,510	\$4,670	\$160	3.5%
Gold Unlimited + 200 points and 8 guest meals	\$4,199	\$4,350	\$4,500	\$150	3.4%
100 Block Meals and \$350 points and 5 guest meals	\$3,828	\$3,960	\$4,100	\$140	3.5%
<b>Program Fees (Continuing Education)</b>					
<u>Continuing Studies/Corporate Education Tuition/Fees: *</u>					
Undergrad Tuition per Credit Hour face to face**	\$335	\$340	up to 435	\$95	27.9%
Graduate Tuition per Credit Hour face to face	\$545	\$570	up to 650	\$80	14.0%
Undergrad Tuition (High Tech/Corporate)	290-365	290-370	up to 460	\$90	24.3%
Undergrad Tuition (Distance) per credit hour	\$365	\$370	up to 460	\$90	24.3%
Graduate Tuition (distance) per credit hour	\$545	\$570	up to 650	\$80	14.0%
Graduate Tuition (MBA) distance per credit hour	\$600	\$630	up to 700	\$70	11.1%
Graduate Tuition (Education) per credit hour	\$470	\$470	up to 565	\$95	20.2%
Application Fee	\$60	\$60	\$60	\$0	0.0%
Registration Fee	\$30	\$30	\$30	\$0	0.0%
Late Registration Fee	\$50	\$50	\$50	\$0	0.0%
Returned Check Fee	\$30	\$30	\$30	\$0	0.0%
<b>Parking Fees:</b>					
+ Faculty/Staff (per contracts)	\$200	\$300	<b>\$350</b>	\$50	17%
+ Adjunct Faculty	\$80	up to \$150	<b>up to \$150</b>	\$0	0%
+ Part-time Staff	\$80	\$150	<b>\$175</b>	\$25	17%
+ Reserved/Designated Parking	up to \$1,000	up to \$1,100	<b>up to \$1,200</b>	\$100	9%
+ Resident Students++	up to \$400	up to \$450	<b>up to \$450</b>	\$0	0%
+ Commuter Students++	up to \$400	up to \$450	<b>up to \$450</b>	\$0	0%
+ Vendor/Visitor	up to \$192	up to \$288	<b>up to \$350</b>	\$62	22%

\* In addition, Continuing Studies/Corporate Education also conducts a variety of community service and professional development in nature which 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.

\*\*\* Waived for Resident Advisors.

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY2016-17	% Change FY2016-17
<b>SALES &amp; SERVICE AND ADMINISTRATIVE CHARGES</b>					
<b>Administrative Fees</b>					
Application Fee: Resident	\$60	\$60	\$60	\$0	0%
Non-Resident	\$60	\$60	\$60	\$0	0%
Graduate Certificate	\$50	\$50	\$50	\$0	0%
Readmission Fee	\$60	\$60	\$0	-\$60	-100%
Returned Check Fee (Per Check)	\$30	\$30	\$30	\$0	0%
Late Fee (per Semester)	\$50	\$50	\$50	\$0	0%
Follett/includED Pilot Course Fee Program					
French 1	N/A	\$122	\$122	\$0	0%
Spanish 1	N/A	\$113	\$113	\$0	0%
Continued Matriculation Fee (per Semester)	\$85	\$85	\$85	\$0	0%
Library:					
Overdue Reserve (per day/maximum)	.25/\$15	.25/\$15	.25/\$15	\$0	0%
Lost Book Processing	\$30	\$30	\$30	\$0	0%
Replacement Book	\$130	\$130	\$130	\$0	0%
Lost Reserve Folder	\$30	\$30	\$30	\$0	0%
Corporate Library Patron	\$200	\$200	\$200	\$0	0%
<b>International Fees</b>					
International Scholars Visa Service Charges					
One-time J1 processing	N/A	\$450	\$450	\$0	0%
H-1B (each time, new or extention)	N/A	\$1,100	\$1,100	\$0	0%
O-1 - First Time	N/A	\$2,000	\$2,000	\$0	0%
O-1 - Extention	N/A	\$1,100	\$1,100	\$0	0%
Permanent Resident, each category	N/A	\$2,000	\$2,000	\$0	0%
TN	N/A	\$150	\$150	\$0	0%
<b>Other Fees (Not Student Related)</b>					
Trust Fund Overhead Charge	up to 12.5%	up to 20%	up to 20%	N/A	
Athletics:					
Kid ticket	\$3	\$3	\$3	\$0	0%
Adult Ticket	\$5	\$5	\$5	\$0	0%
Kids Ticket	\$10	\$10	\$10	\$0	0%
Student Ticket - non-UMass Lowell	\$10	\$10	\$10	\$0	0%
Adult Ticket	\$15	\$15	\$15	\$0	0%
Senior Tickets	\$10	\$10	\$10	\$0	0%
Group Tickets (20 people or more)	\$5 & \$7	\$5 & \$7	\$5 & \$7	\$0	0%
<i>City Ticket Surcharge for all UML Hockey Games included above.</i>					
Recreation Center Charges:					
Alumni/Family /Contractor Memberships/1month	\$40	\$40	\$40	\$0	0%
Alumni/Family/Contractor Memberships/6 month	\$200	\$200	\$200	\$0	0%
Alumni/Family/Contractor Memberships/12 months	\$300	\$300	\$300	\$0	0%
Continuing Ed/Part time student	\$100	\$100	\$100	\$0	0%
Senior Membership/1 Months 6:30 - 1:00 (tentative)	\$35	\$35	\$35	\$0	0%
Senior Membership/6 Months 6:30 - 1:00 (tentative)	\$150	\$150	\$150	\$0	0%
Senior Membership/12 Months 6:30 - 1:00 (tentative)	\$250	\$250	\$250	\$0	0%
Membership Card Replacement	\$20	\$20	\$20	\$0	0%
Special Programs and Classes	\$10-\$2500	\$10-\$2500	\$10-\$2500	\$0	0%



UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

FY2017 STUDENT TUITION & FEE SCHEDULES

FY 2017 TUITION & MANDATORY FEES

FY 2017 NON-MANDATORY FEES

FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

FY 2017 TUITION & MANDATORY FEES

SUMMARY TABLE

	FY2015 Actual	FY2016 Actual	FY2016 TR Effect	FY2017 Proposed	\$ Change FY 2016 - 17	% Change FY 2016 - 17
<b>TUITION</b>						
Medical School - (in-state) class of '18 and prior	\$8,352	\$8,352	\$23,493	\$25,842	\$2,349	10.0%
Medical School - (in-state) class of '19 forward	\$8,352	\$8,352	\$32,000	\$33,600	\$1,600	5.0%
Medical School (out-of-state)	N/A	\$0	\$56,500	\$59,400	\$2,900	5.1%
Graduate School of Nursing: *						
In state students	\$8,550	\$9,500	\$9,500	\$10,450	\$950	10.0%
NE Regional	\$11,875	\$12,635	\$12,635	\$13,870	\$1,235	9.8%
Out of state	\$13,490	\$14,250	\$14,250	\$15,675	\$1,425	10.0%
GSN Graduate Entry Program (year 1):						
In state students	\$37,725	\$37,725	\$37,725	\$40,000	\$2,275	6.0%
NE Regional	\$45,000	\$45,000	\$45,000	\$47,000	\$2,000	4.4%
Out of state	\$51,000	\$51,000	\$51,000	\$53,000	\$2,000	3.9%
Grad. School of Biomedical Science (in-state)	\$2,640	\$2,640	\$6,074	\$6,424	\$350	5.8%
Grad. School of Biomedical Science(out-of-state)	\$9,856	\$9,856	\$13,290	\$13,640	\$350	2.6%
<b>CURRICULUM SUPPORT FEE</b>						
Medical School - (in-state) class of '18 and prior	\$13,005	\$15,141	\$0	\$0	\$0	0.0%
Medical School - (in-state) class of '19 forward	\$13,005	\$23,648	\$0	\$0	\$0	0.0%
Medical School (out-of-state)	N/A	\$56,500	\$0	\$0	\$0	0.0%
Graduate School of Biomedical Science	\$3,434	\$3,434	\$0	\$0	\$0	0.0%
<b>MANDATORY FEES</b>						
Equipment Fee (Medical & Nursing Schools)	\$325	\$325	\$325	\$325	\$0	0.0%
Assessment Fee (Medical School)	\$600	\$600	\$600	\$600	\$0	0.0%
Simulation Fee (CELS) (Medical School)	\$200	\$200	\$200	\$200	\$0	0.0%
Health / Counseling Fee (All Schools)	\$673	\$697	\$697	\$737	\$40	0.0%
Student Services Fee (All Schools)	\$195	\$195	\$195	\$195	\$0	0.0%
Health Assessment Lab Fee (Nursing School)	\$495	\$495	\$495	\$495	\$0	0.0%
Standardized Patient Lab Fee (Nursing School)	\$175	\$175	\$175	\$175	\$0	0.0%
<b>SUBTOTAL OTHER MANDATORY FEES</b>						
Medical School	\$1,993	\$2,017	\$2,017	\$2,057	\$40	0.0%
Graduate School of Nursing	\$1,863	\$1,887	\$1,887	\$1,927	\$40	0.0%
Graduate School of Biomedical Science	\$868	\$892	\$892	\$932	\$40	0.0%
<b>TOTAL MANDATORY FEES &amp; TUITION</b>						
Medical School - (in-state) class of '18 and prior	\$27,899	\$25,510	\$25,510	\$27,899	\$2,389	9.4%
Medical School - (in-state) class of '19 forward	\$35,657	\$34,017	\$34,017	\$35,657	\$1,640	4.8%
Medical School (out-of-state)	N/A	\$2,017	\$58,517	\$61,457	\$2,940	5.0%
Graduate School of Nursing (in-state)	\$10,413	\$11,387	\$11,387	\$12,377	\$990	8.7%
Graduate School of Nursing (NE regional)	\$13,738	\$14,522	\$14,522	\$15,797	\$1,275	8.8%
Graduate School of Nursing (out-of-state)	\$15,353	\$16,137	\$16,137	\$17,602	\$1,465	9.1%
GSN Graduate Entry Program (in-state)	\$39,588	\$39,612	\$39,612	\$41,927	\$2,315	5.8%
GSN Graduate Entry Program (NE regional)	\$46,863	\$46,887	\$46,887	\$48,927	\$2,040	4.4%
GSN Graduate Entry Program (out-of-state)	\$52,863	\$52,887	\$52,887	\$54,927	\$2,040	3.9%
Grad. School of Biomedical Science (in-state)	\$6,942	\$6,966	\$6,966	\$7,356	\$390	5.6%
Grad. School of Biomedical Science(out-of-state)	\$14,158	\$14,182	\$14,182	\$14,572	\$390	2.7%

FY 2017 NON-MANDATORY FEES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY 2016 - 17	% Change FY 2016 - 17
Ph.D./MD (in-state) *****	\$21,465	\$23,648	24,830	\$1,182	5.0%
Ph.D./MD Years 1-2 (out-of-state) *****	\$36,465	\$36,465	38,288	\$1,823	5.0%
Ph.D./MD Years 3+ (out-of-state) *****	\$26,609	\$26,609	27,939	\$1,330	5.0%
<b>Administrative Fees</b>				\$0	#DIV/0!
Commencement Fee	\$200	\$200	\$252	\$52	26.0%
Extension Fee - Medical Students***	\$5,500	\$5,500	\$22,990	\$17,490	318.0%
FSSC Fee (Nursing School acute subspecialties)	\$285	\$350	\$350	\$0	0.0%
Standardized Patient M/F Experience (Nursing School)	\$325	\$325	\$325	\$0	0.0%
Typhon (Nursing School)	\$100	\$100	\$100	\$0	0.0%
Graduate Entry Program NCLEX Exam Fee	\$1,125.00	\$1,125.00	\$1,125.00	\$0.00	0.0%
<b>Program Fees</b>					
Doctoral Continuation Fee - Graduate School of Nursing **	\$1,350	\$1,350	\$1,650	\$300	22.2%
Elective Fee - Medical School	\$500	\$600	\$600	\$0	0.0%
Elective Fee (International) - Medical School	\$50	\$100	\$100	\$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	\$90	\$90	\$0	0.0%
<b>Lab Fees</b>					
Acute Care Lab Fee (Nursing School)	\$450	\$450	\$450	\$0	0.0%
Clinical Lab Fee (Nursing School clinical year only)			\$1,500		N/A
<b>Health Fees</b>					
Disability Insurance*	\$72	\$72	\$72	\$0	0.0%
Supplemental Health Insurance ****	\$3,772	\$3,702	\$3,850	\$148	4.0%

\*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.

**FY2017 STUDENT FEES FOR REVENUE-BASED OPERATIONS**

	<b>FY2015 Actual</b>	<b>FY2016 Actual</b>	<b>FY2017 Proposed</b>	<b>\$ Change FY 2016 - 17</b>	<b>% Change FY 2016 - 17</b>
Grad School of Nursing On-line (per unit)	N/A	N/A	\$700.00		
Grad School of Nursing On-line registration Fee	N/A	N/A	\$30.00		

FY2017 ADMINISTRATIVE CHARGES INCLUDING SALES & SERVICES

	FY2015 Actual	FY2016 Actual	FY2017 Proposed	\$ Change FY 2016 - 17	% Change FY 2016 - 17
<b>Administrative Fees</b>					
Application Fee - Medical School	\$100.00	\$100.00	\$100.00	\$0.00	0.0%
Application Fee - Grad. Sch. of Nursing (Mass. Residents)	\$60.00	\$60.00	\$60.00	\$0.00	0.0%
Application Fee - Grad. Sch. of Nursing (non-residents)	\$75.00	\$75.00	\$75.00	\$0.00	0.0%
Application Fee - Grad. Sch. of Biomed. Sci.	\$80.00	\$80.00	\$80.00	\$0.00	0.0%
GSN Registration Fee (non-matrices only)	\$30.00	\$30.00	\$30.00	\$0.00	0.0%
Late Registration	\$50.00	\$50.00	\$50.00	\$0.00	0.0%