

# Board of Trustees

## Administration & Finance Committee

September 22, 2020



University of Massachusetts

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

# Quarterly Capital Report

Board of Trustees

Administration & Finance Committee

September 22, 2020



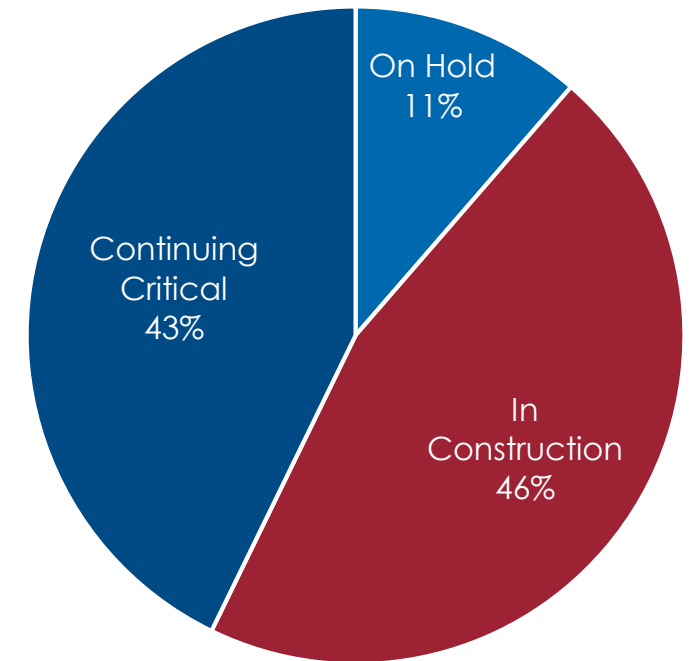
University of Massachusetts

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

# Capital Review Summary

- Projects continue to be reviewed for special approval
- To date, \$222 million in planned Board and President-approved capital projects have been placed on hold
- Reviews evaluate projects based upon factors including:
  1. Life safety issues
  2. COVID-19 response
  3. Unforeseen emergencies
  4. External funding (federal, state, grants, donations, utilities)
  5. Immediate, positive impact on campus operating budgets

Board and President-Approved Projects



Total project cost

# Board-Approved Capital Projects

- All Board-approved projects were reviewed by the President's Office and UMBA
- Projects have either been placed on hold or will continue based on construction status or critical need
- Some continuing projects are currently being evaluated for the timing of next phases

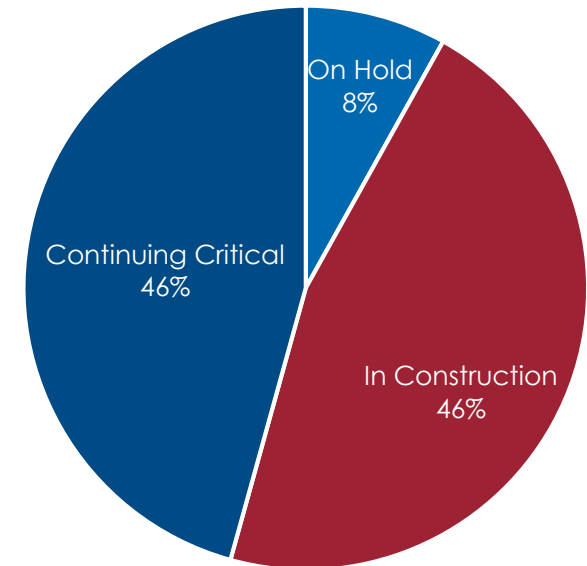
**\$817 million** Already in construction

**\$808 million** Continuing critical projects

**\$143 million** Placed on hold

---

**\$1.77 billion** Board-approved projects



Total project cost

# President-Approved Capital Projects

- All President-approved projects were reviewed by the President's Office and UMBA
- Projects have either been placed on hold or will continue based on construction status or critical need

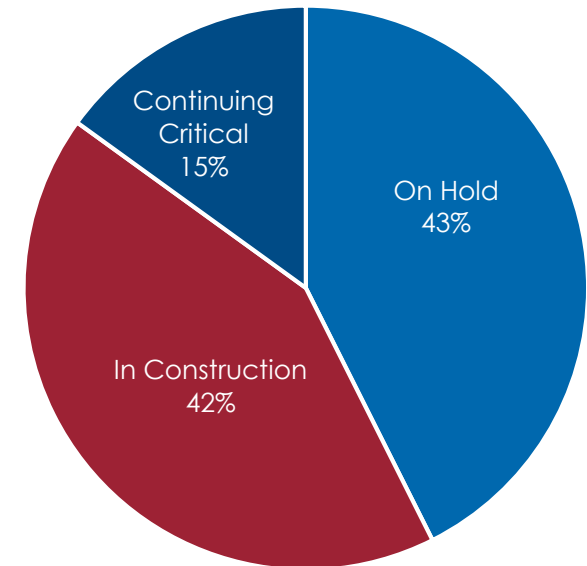
**\$79 million** Already in construction

**\$28 million** Continuing critical projects

**\$79 million** Placed on hold

---

**\$186 million** President-approved projects



Total project cost

# Project Phases Dashboard: Traditional Projects

Traditional Projects:	UMA		UMB		UMD		UML		UMMS		Total	
Project Phase	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
1 - Conceptual	0	\$0	0	\$0	0	\$0	0	\$0	3	\$26,340,000	3	\$26,340,000
2 - Feasibility Report	1	\$2,250,000	0	\$0	0	\$0	0	\$0	0	\$0	1	\$2,250,000
3 - OPM/Designer Procurement	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
4 - Study/Schematic Design	1	\$35,000,000	0	\$0	0	\$0	0	\$0	0	\$0	1	\$35,000,000
<b>Vote 1 Subtotal</b>	<b>2</b>	<b>\$37,250,000</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>3</b>	<b>\$26,340,000</b>	<b>5</b>	<b>\$63,590,000</b>
5 - Design	1	\$15,000,000	0	\$0	1	\$45,000,000	0	\$0	2	\$375,000,000	4	\$435,000,000
6 - Final Design/Early Constr. Pkgs.	2	\$67,600,000	1	\$114,500,000	0	\$0	1	\$18,500,000	1	\$10,000,000	5	\$210,600,000
7 - Construction	7	\$207,948,904	0	\$0	0	\$0	0	\$0	3	\$108,000,000	10	\$315,948,904
8 - Substantial Completion	4	\$274,016,208	1	\$42,453,767	0	\$0	1	\$47,318,266	1	\$2,000,000	7	\$365,788,241
<b>Vote 2 Subtotal</b>	<b>14</b>	<b>\$564,565,112</b>	<b>2</b>	<b>\$156,953,767</b>	<b>1</b>	<b>\$45,000,000</b>	<b>2</b>	<b>\$65,818,266</b>	<b>7</b>	<b>\$495,000,000</b>	<b>26</b>	<b>\$1,327,337,145</b>
<b>Total Traditional Projects</b>	<b>16</b>	<b>\$601,815,112</b>	<b>2</b>	<b>\$156,953,767</b>	<b>1</b>	<b>\$45,000,000</b>	<b>2</b>	<b>\$65,818,266</b>	<b>10</b>	<b>\$521,340,000</b>	<b>31</b>	<b>\$1,390,927,145</b>

# Project Spending Dashboard

- The table below displays total spending to date\* by funding source
- Projects in Phases 9A and 9B have been archived because the projects are essentially complete and final bills are being paid

Campus	Capital Plan: Borrowing	Borrowed to Date	Spending to Date: Borrowing	% Spent	Capital Plan: State Funding	Spending to Date: State Funds	% Spent	Capital Plan: Local/External/ P3 Funding	Spending to Date: Local/External/P 3 Funds	% Spent	Total Capital Plan	Total Spending to Date	% Spent
UMA	\$414,011,000	\$360,699,803	\$239,242,757	66%	\$110,360,391	\$100,942,493	91%	\$307,827,513	\$66,388,901	22%	\$832,198,904	\$406,574,151	49%
UMB	\$78,953,767	\$27,055,754	\$11,709,407	43%	\$78,000,000	\$34,249,823	44%	\$0	\$0	0%	\$156,953,767	\$45,959,230	29%
UMD	\$37,000,000	\$17,000,000	\$17,000,000	100%	\$25,000,000	\$1,961,942	8%	\$118,760,000	\$113,422,350	96%	\$180,760,000	\$132,384,292	73%
UML	\$44,318,266	\$44,318,266	\$42,878,266	97%	\$6,100,000	\$0	0%	\$27,400,000	\$3,054,136	11%	\$77,818,266	\$45,932,402	59%
UMMS	\$415,000,000	\$90,000,000	\$1,013,323	0%	\$0	\$0	0%	\$106,340,000	\$14,500,000	14%	\$521,340,000	\$15,513,323	3%
<b>Total</b>	<b>\$989,283,033</b>	<b>\$539,073,823</b>	<b>\$311,843,754</b>	<b>58%</b>	<b>\$219,460,391</b>	<b>\$137,154,258</b>	<b>62%</b>	<b>\$560,327,513</b>	<b>\$197,365,387</b>	<b>35%</b>	<b>\$1,769,070,937</b>	<b>\$646,363,399</b>	<b>37%</b>

\*Spending data through 7/31/20

# Senior Vice President's Report



# Agenda

- **Senior Vice President's Report**
  - Fall Campus Operations
  - FY21 Adjusted Budget (Overview)
  - FY20 Year-End Projection
  - Cash Flow/Reserves
  - Debt Refunding
- **FY21 Adjusted Budget**
  - FY21 Overview
  - Solutions
  - Monitoring Solution Implementation
- **Appendices**
  - State Budget
  - Federal Funding
  - Ratios
  - Campus Details

# Fall Campus Operations

# Status of Fall Operational Plans

Campus	Estimated Student Population Accessing Campus		Surveillance (Asymptomatic) Testing Frequency*			
	Total		Residential Students	Off Campus Students Accessing Campus	Off Campus Students w/ No Campus Access	Student-Facing Faculty/Staff*
	Residential	Commuter				
Amherst	3,470		<ul style="list-style-type: none"> <li>• 2x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• 2x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• 2x per week</li> <li>• Voluntary</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> </ul>
	1,070 (of 13,500)	2,400				
Boston	1,300		<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• N/A: limited classes on campus</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> </ul>
	300 (of 1,077)	1,000				
Dartmouth	2,500		<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> </ul>
	700 (of 3,208)	1,800				
Lowell	2,400		<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• Select students</li> <li>• Voluntary</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> </ul>
	700 (of 4,800)	1,700				
Medical School	N/A	N/A	<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	<ul style="list-style-type: none"> <li>• 1x per week</li> <li>• Required</li> </ul>	N/A	<ul style="list-style-type: none"> <li>• 1x per week</li> </ul>

\*All faculty and staff at the Medical School are tested once weekly. All campuses offer symptomatic testing to students.

# Surveillance Testing - UMass

Institution of Higher Education		Total Tests Performed <sup>1</sup> as of 09/12/20	Total Positive Tests	Cumulative Campus Positivity Rate	Community Positivity Rate <sup>2</sup>	Frequency	The Broad Institute
UMass	UMass Amherst	35,467	14	0.04%	0.06%	2x per week	Yes
	UMass Boston	805	3	0.37%	0.75%	1x per week	Yes
	UMass Dartmouth	4,681	4	0.09%	0.96%	1x per week	Yes
	UMass Lowell	2,462	2	0.08%	1.98%	1x per week	Yes
	UMass Medical School	17,691	12	0.07%	0.87%	1x per week	Yes
	System	61,106	35	0.06%			

<sup>1</sup> Cumulative testing as of 9/12/20

<sup>2</sup> Source: MDPH as of 09/16/2020

# Surveillance Testing – Other Massachusetts Institutions

Institution of Higher Education		Total Tests Performed <sup>1</sup> as of 09/12/20	Total Positive Tests	Cumulative Campus Positivity Rate	Community Positivity Rate <sup>2</sup>	Frequency <sup>3</sup>	The Broad Institute
Privates	Boston College	25,102	110	0.44%	0.75% / 0.46%	randomized weekly	Yes
	Boston University	11,320	91	0.80%	0.75%	2x per week	No - BU lab
	Harvard	41,169	37	0.09%	0.16%	3x per week	Yes
	MIT	44,623	22	0.05%	16.00%	2x per week	Yes
	Northeastern	94,950	50	0.05%	0.75%	every 3 days	Yes and NU lab
	Tufts	31,905	26	0.08%	0.48% / 0.56%	2x per week	Yes
State Universities	Bridgewater State	3,101	6	0.19%	0.43%	random sample each week	Yes
	Fitchburg State	1,692	0	0.00%	0.91%	random sample each week	Yes
	Framingham State	2,141	15	0.70%	2.88%	random sample each week	Yes
	Massachusetts College of Art	1,228	0	0.00%	0.75%	every one or two weeks	Yes
	Massachusetts College of Liberal Arts	728	2	0.27%	0.26%	random sample each week	Yes
	Mass Maritime Academy	NA	NA	NA	0.54%	random sample each week	Yes
	Salem State	1,213	1	0.08%	1.01%	random sample each week	Yes
	Westfield State <sup>4</sup>	NA	NA	NA	0.70%	random sample each week	Yes
	Worcester State	2,686	0	0.00%	0.87%	random sample each week	Yes

<sup>1</sup> Cumulative testing as shown on public-facing dashboards as of 9/12/20

<sup>2</sup> Source: MDPH as of 09/16/2020

<sup>3</sup> All institutions conducted onboard testing; data in table reflects ongoing frequency throughout the semester

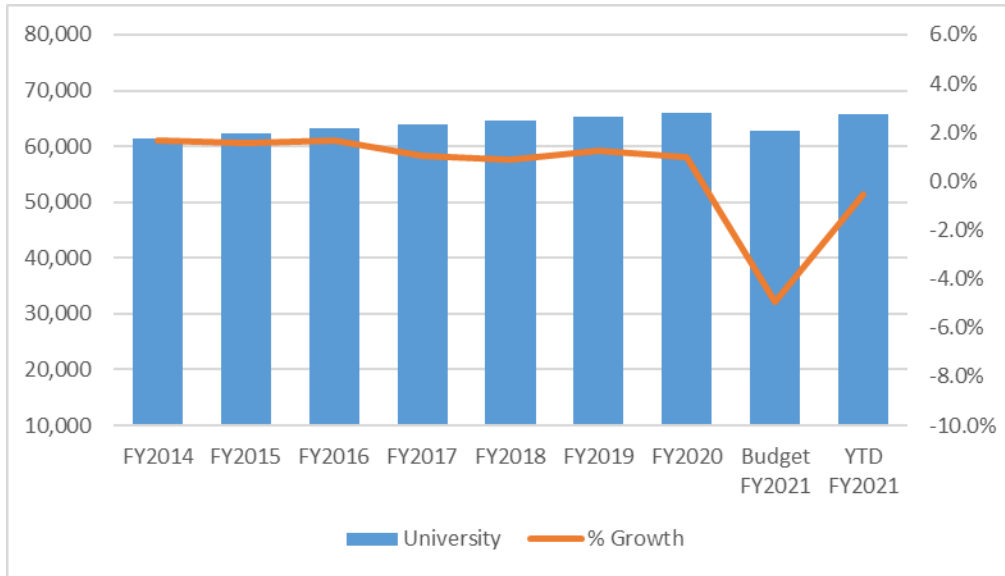
<sup>4</sup> Westfield States begins on-campus classes on September 28

# FY21 Adjusted Budget

# Changes to Board-Approved FY21 Budget

- Worsening conditions of the COVID pandemic nationally and locally required campuses to adjust fall re-opening plans
- Reduced occupancy in residence and dining halls resulted in an additional loss of \$72M
  - *Creating a total shortfall of \$335M in FY21; over 10% of total budget*
- Adjusted FY21 Budget totals \$3.3B; 6.2% or \$215M below FY20
  - *Approved budget was 5% or \$171M below FY20*
- Actual enrollment tracking 0.5% below prior year contributing \$23M in revenue
  - *Approved budget was a 5% decline*
- \$291M in expense reductions needed to balance
  - *\$37M more than the approved budget*
- No change to decision to freeze tuition for in state undergraduates estimated at \$14.3M

# UMass Enrollment History (as of 9/16/20)



## FY21 Enrollment vs. FY20

**Budget**  
-4.9%

**YTD Actuals**  
-0.5%

- The revenue impact of better than budgeted enrollment is being assessed with more information on student residency, mode and discounting.

Students FTEs	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	Budget FY2021	% Change	YTD FY2021	% Change
Amherst	27,008	27,098	27,696	28,340	28,712	29,051	29,808	28,354	-4.9%	29,699	-0.4%
Boston	12,333	12,833	13,195	13,101	13,036	13,213	13,241	12,854	-2.9%	13,257	0.1%
Dartmouth	7,866	7,930	7,766	7,558	7,286	7,330	6,971	6,259	-10.2%	6,717	-3.6%
Lowell	13,025	13,369	13,620	13,910	14,422	14,601	14,790	14,081	-4.8%	14,801	0.1%
<b>Subtotal</b>	<b>60,232</b>	<b>61,230</b>	<b>62,277</b>	<b>62,909</b>	<b>63,456</b>	<b>64,195</b>	<b>64,810</b>	<b>61,548</b>	<b>-5.0%</b>	<b>64,474</b>	<b>-0.5%</b>
<i>% Growth</i>	1.7%	1.7%	1.7%	1.0%	0.9%	1.2%	1.0%	-5.0%		-0.5%	
Medical School	1,104	1,071	1,056	1,070	1,074	1,153	1,195	1,204	0.7%	1,195	0.0%
<b>University</b>	<b>61,336</b>	<b>62,301</b>	<b>63,333</b>	<b>63,979</b>	<b>64,530</b>	<b>65,348</b>	<b>66,005</b>	<b>62,752</b>	<b>-4.9%</b>	<b>65,669</b>	<b>-0.5%</b>
<i>% Growth</i>	1.7%	1.6%	1.7%	1.0%	0.9%	1.3%	1.0%	-4.9%		-0.5%	

Source: Actuals from student profile.



# Current Fiscal Environment for UMass

## FY21 Adjusted Budget

- Shortfall of \$335M in FY21; over 10% of total budget
- Adjusted Budget totals \$3.3B; 6.2% or \$215M below FY20
- Enrollment declines 0.5% below prior year; improves from budgeted assumption
- \$291M in reductions needed
- Total staff reduction of 16% (temporary and permanent)
- ~\$26M in additional costs to manage pandemic

## Significant Uncertainty Exists

- Spring operations: unknown; may result in further revenue losses from plan
- Federal Stimulus: uncertain amount and timing
- State Appropriation: possibility of deep cuts as in prior recessions
- Pandemic: “second wave” of pandemic unknown
- Duration: revenue impacts extend beyond FY21

## Financial Sustainability

- Financial management and monitoring are critical
- Urgency to implement all spending solutions for a balanced budget
- To preserve operating liquidity, expense reductions are required
- Depleting reserves would leave the University defenseless in the future
- Position UMass to thrive when the economy recovers

# FY20 Year-End Projection

# FY20 Financial Highlights

*\$ in Thousands*

## UNAUDITED FY2020 PROJECTED

Campus	UNAUDITED FY2020 PROJECTED		OM\$	OM %
	Total Revenue	Total Expenses		
Amherst	1,331,543	1,329,003	2,540	0.2%
Boston	444,014	438,957	5,057	1.1%
Dartmouth	251,531	251,450	81	0.0%
Lowell	480,544	483,244	(2,700)	-0.6% (2)
President's Office	114,933	112,690	2,243	2.0%
<b>Subtotal</b>	<b>2,622,565</b>	<b>2,615,344</b>	<b>7,221</b>	<b>0.3%</b>
Medical School	919,250	891,942	27,308	3.0%
<b>Total (1)(3)</b>	<b>3,455,937</b>	<b>3,424,620</b>	<b>31,317</b>	<b>0.9%</b>

(1) Total expenses does not include GASB 68 (pensions) or GASB 75 (other post employment benefits)

(2) A portion of the OM loss in the amount of (\$1,900) resulted from a miscalculation by UMBA related to the mid-year refunding. Increased capital expenditures related to research resulted in an unforeseen increase in depreciation expense.

(3) Inter-campus eliminations are included in "Total"

- Impacts of COVID-19 in the last quarter of the fiscal year rippled through FY20 results
- University operating revenue of \$3.46 billion is \$7.2 million (0.2%) higher than last year; hard work to balance FY20 after the pandemic impacts and campuses vacated in the spring
- Without CARES Act revenue of \$27 million (of which \$12.1 million was for the institutional portion of aid), total FY20 revenue would have been below last year
- Year end operating surplus of:
  - \$7.2 million, or 0.3%** without Medical School
  - \$31.3 million or 0.9%** with Medical School
  - Before GASB adjustments for large employee postemployment benefits (health and pension)

# Cash Flow/Reserves

# UMass Finances: by the Numbers

*While UMass is large in scale, it faces significant challenges in meeting its operational goals.*



**\$3.3 billion** annual FY21 budget



**\$558 million** in state appropriation  
(not including fringe)



**75,000+** students by headcount &  
**18,000** new graduates annually



**\$148 million** average  
monthly payroll



**\$347 million** in UMass  
funded financial aid



**\$137 million** average monthly  
spend with over **17,000** vendors



**\$684 million** in annual research &  
development



**24,000** employees,  
**3<sup>rd</sup> largest** employer in MA

# Key Terms

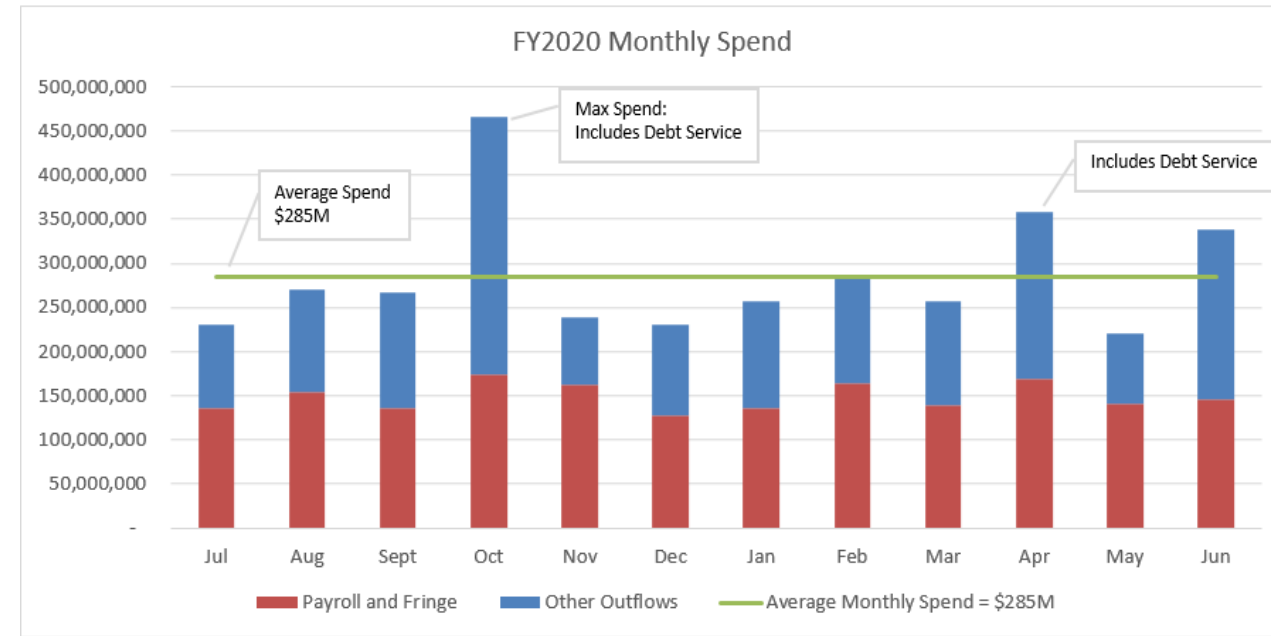
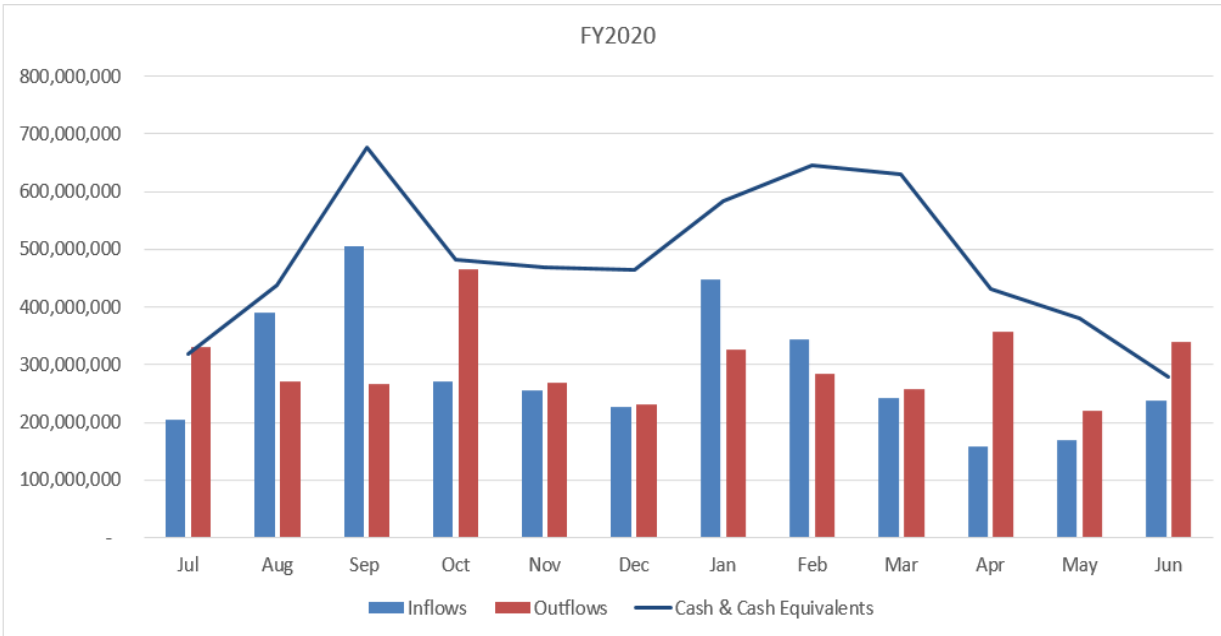
**Net Position:** the difference between total assets & total liabilities. Includes non-cash items & illiquid investments. Reserves (net position) are **not** cash available to be spent (Could also be understood as net worth of the University)

**Operating Liquidity:** represents cash & short term investments available to support daily operations. UMass targets an industry standard of at least 90 days as a benchmark

# Realities and Misconceptions

- Not all of reserves are available to be spent
- Available reserves (operating liquidity) will only cover less than 3 months of operations
- Depleting liquid reserves would leave the University defenseless for future COVID or any other unforeseen events
- The University's endowment is restricted by donors for long-term use by the campuses
- Deficit spending is both imprudent and unsustainable
- The Board is prohibiting deficit spending in order to sustain the University for long term

# UMass Cash Flow Insights



- Seasonality of cash flow creates periods where cash inflows and outflows are mismatched.
- Receipts strong at beginning of fall and spring semesters and low in late spring and summer

- \$285 million average monthly spend
- Debt service payments create significant outflows in October and April



# Preserving Operating Liquidity Is Critical

<i>\$ in Thousands</i>	Actual			Projection
	FY2017	FY2018	FY2019	FY2020 (P)
Operating Liquidity	744,085	928,714	943,697	758,475
Average Monthly Expenses	272,049	282,443	287,892	284,710
Months of Operating Liquidity	2.7	3.3	3.3	2.7

- Board's proactive management, requiring positive margins increased operating liquidity in the recent past, which is now at risk
- Moody's Public Higher Education Report shows UMass falls short of public peers on liquidity
- UMass targets an industry standard of at least **three months** as a benchmark
- Operating liquidity declined by \$185 million at year end **falling below** our target of three months

# FY 2020 Operating Liquidity Translated into Months

*Less than UMass/industry standard of 3 months of cash on hand*

**\$758 million**

Operating Liquidity

**= 2.7 months**

**\$285 million**

Average monthly spend

- \$148 million avg. monthly payroll
- \$137 million avg. non-payroll spend

**2.7 months**

Cash on hand available to  
cover operations

**\$495 million**

Maximum monthly spend

October 2020

**< 2 months**

# Unrestricted Net Position

The portion that is not physical assets or restricted by donors

\$ in thousands

## UMass FY2019 Condensed Statement of Net Position<sup>1</sup>

Total Assets and Deferrals	\$ 7,724,127
Total Liabilities and Deferrals	(5,221,224)
<b>Total Net Position</b>	<b>\$ 2,502,903</b>

Includes \$107 million for employee sick & vacation liabilities

Net Position = difference between assets and liabilities

## Elements of Total Net Position<sup>1</sup>

Unrestricted	\$ (75,609)
Restricted: Expendable	206,023
Restricted: Nonexpendable	28,617
Invested in Capital Assets	2,343,872
<b>Total Net Position</b>	<b>\$ 2,502,903</b>

Unrestricted net position is negative due to large employee postemployment benefits (health and pension) totaling over \$1 billion

Grants and amounts restricted for time or use by donors

Capital assets = land, buildings and equipment

# The Path Forward

- These are unprecedented times, which have substantially reduced revenue
- The most sustainable response is to align expenses with revenue
- Depleting liquid reserves leaves the University defenseless in the future
- Our approach will best position UMass to survive the pandemic and thrive when the economy recovers

# Debt Refunding

# UMass Capital: by the Numbers

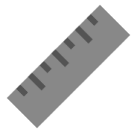
*With over 330 buildings and 25.1 million gross square feet of space, UMass has a complex and extensive real estate profile that needs to be actively managed.*



**\$4.4 billion** deferred maintenance backlog



About **92,000 students, staff, and faculty**



**25.1M Total GSF** across the university



**3,677** maintained acres



**330 buildings** across 5 campuses



**\$13 billion** replacement value

## UMass Debt Facts

### **University credit rating:**

Aa2 (Moody's), AA- (S&P), AA (Fitch)

### **Total debt outstanding:**

\$3.0 billion

### **Annual debt service:**

\$224 million (paid in fall and spring)

### **Debt service burden:**

6.8% (peers are under 5%)

### **Financial leverage ratio:**

0.50 (spendable cash/total debt) (below the peer median of 1.14, indicating the University has higher total debt in relation to peers)

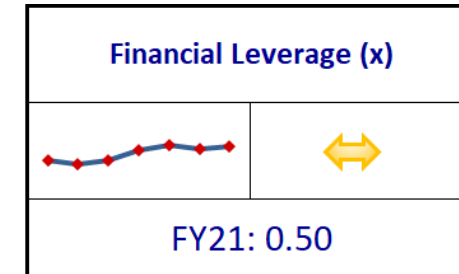
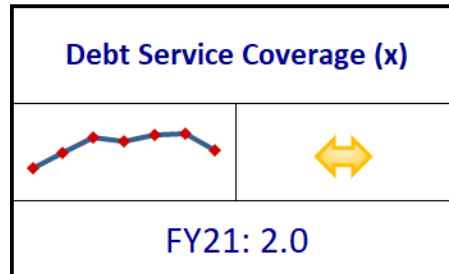
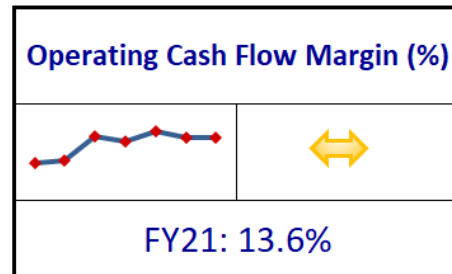
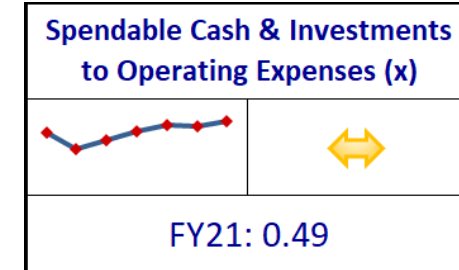
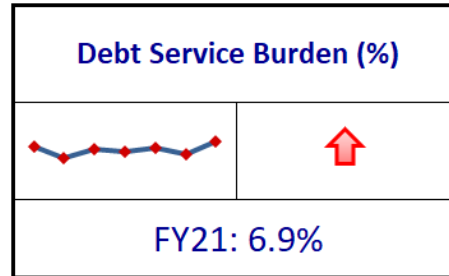
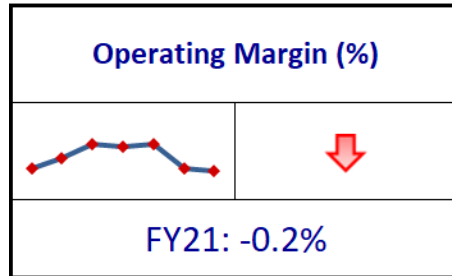
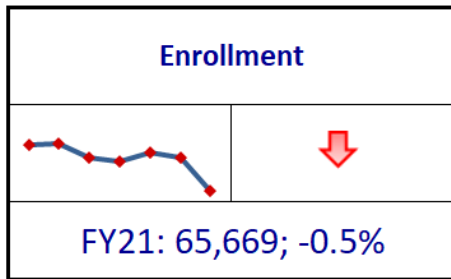
# Debt Refunding Opportunity

- Many refunding candidates are sensitive to rate changes and may no longer be viable for refunding if rates increase significantly.
- Based on current rates\*, approximately \$219.5 million of federally taxable advance refunding bonds would be issued to refund \$188.1 million (or 6.3%) of outstanding UMBA bonds.
- Based on current rates\*, the refunding would achieve 10.5% PV savings, 56.5% efficiency, and total cash flow savings of \$25.2 million; estimated FY21 savings of \$5.5 million.
- Board vote would allow us to move forward with refunding and would provide flexibility for management to explore additional options to improve operating liquidity

\*Preliminary, subject to change. Rates as of August 28, 2020 (2.83% TIC). Tentative pricing date of 10/14.

# Key Financial Ratios all on watch

Consistent with best practice metrics are used to evaluate performance in relation to historical trend and peers





# FY21 Adjusted Budget

# FY21 Adjusted Budget Overview

- Shortfall of \$335 million in FY21; over 10% of total budget
- UMass will implement a structurally balanced budget; 0% operating margin
- Budgeted expenses decline by 6.2% (or \$215 million) below FY20 budget
- Limited one-time revenue sources, such as federal CARES Act funding, may be used based on funding source and restrictions
- Revenue impacts are likely to be long-term beyond FY21
- Depending on the state appropriation cuts, the impact on the University's ability to compete in the future might be severely impaired

# FY21 Budget Actions

## Actions to date:

- Fall plans changed to fully remote
- Additional revenue impacts assessed & solutions to preserve a balanced budget
- Tracking solutions includes:
  - Union notification / negotiation; \$ savings and # FTEs impacts
  - Year to year personnel spending by pay period
  - Year to year non-personnel spending by month
- Cash monitoring; legislation requested for a line of credit

## Additional action needed:

- Continued implementation & tracking of all solutions
- Employee notification of impacts where it has not yet occurred
- Additional solutions as plans are implemented
- Continued monitoring of:
  - Mode of learning for spring semester
  - State budget
  - Federal funds

# FY21 Approved Budget vs. Adjusted Budget

- Balanced budget approved in July reflected positive operating margin for the University due to the Medical School
- Fall re-opening plan changes resulted in additional revenue losses at Amherst, Dartmouth and Lowell; Boston and Medical assumptions did not change

*(\$ in Thousands)*

Campus	FY2021 APPROVED BUDGET				FY2021 ADJUSTMENTS			
	Total Revenue	Total Expenses	OM\$	OM%	Total Revenue	Total Expenses	OM\$	OM%
Amherst	1,270,502	1,270,502	-	0.0%	1,229,102	1,374,218	(145,116)	-11.8%
Boston	406,953	406,953	-	0.0%	401,421	440,972	(39,551)	-9.9%
Dartmouth	229,353	229,353	-	0.0%	217,526	250,162	(32,636)	-15.0%
Lowell	450,850	450,850	-	0.0%	421,500	501,600	(80,100)	-19.0%
Medical School	920,433	915,381	5,052	0.5%	916,535	944,722	(28,187)	-3.1%
President's Office	121,566	121,566	-	0.0%	121,566	131,377	(9,811)	-8.1%
<b>Total (1)</b>	<b>3,318,000</b>	<b>3,312,947</b>	<b>5,052</b>	<b>0.2%</b>	<b>3,225,993</b>	<b>3,561,394</b>	<b>(335,401)</b>	<b>-10.4%</b>

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

# Adjusted Fall Re-Opening Plans: ESTIMATE

Impact on Housing & Dining revenue:

- FY21 budget approved in July assumes loss of **\$83 million** based on original fall plans
- Estimated additional lost revenue = **\$72 million**

## **FY21 Budget: Assumptions (\$ in Thousands)**

<b>Housing &amp; Dining</b>	<b>Amherst</b>	<b>Boston</b>	<b>Dartmouth</b>	<b>Lowell (2)</b>	<b>Total</b>
July Assumptions for Fall	(61,903)	(2,640)	-	(18,900)	<b>(83,443)</b>
Estimated Additional Lost Revenue (1)	(35,600)	N/A	(8,405)	(27,572)	<b>(71,577)</b>
<b>Total</b>	<b>(97,503)</b>	<b>(2,640)</b>	<b>(8,405)</b>	<b>(46,472)</b>	<b>(155,020)</b>

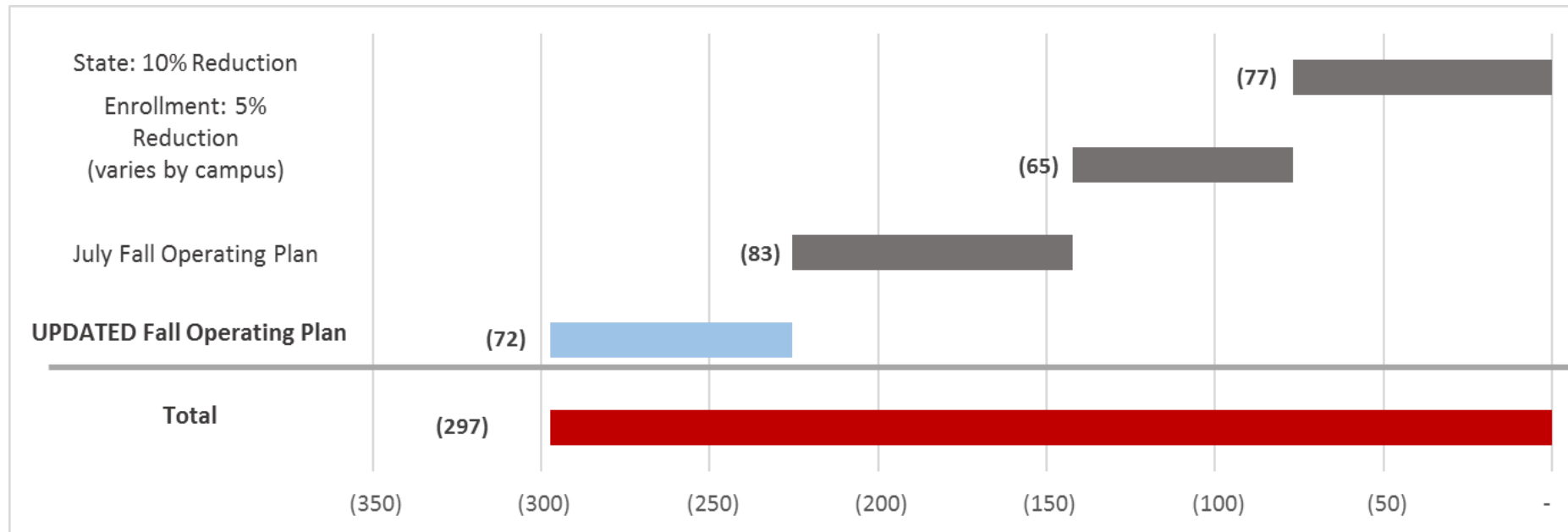
(1)International, housing insecure and some lab students remain on campus; A = 1,200, D = 1,100, L = 943

(2)Lowell assumes limited students on campus for fall and spring

# UPDATED Campus Revenue Estimates

Impact on **Housing & Dining** revenue:

- FY21 budget approved in July assumes loss of **\$83 million** based on original fall plans
- Estimated additional lost revenue = **\$72 million**
  - Does not include any enrollment changes as a result of fully remote planning; actual enrollment available mid-September
  - Does not include P3 housing revenue
  - Assumes some students will need to remain on campus (A= 1,200; D=1,100; L=943)



**\$297M = 13% of Undergraduate Campus Revenue**

# Solutions

# Updated Solutions Summary

<b>Solutions</b>	<b>Amherst</b>	<b>Boston</b>	<b>Dartmouth</b>	<b>Lowell</b>	<b>Medical</b>	<b>University</b>
<i>Total Revenue</i>	<i>11,800</i>	<i>5,532</i>	<i>9,200</i>	<i>8,350</i>	<i>3,898</i>	<b><i>38,780</i></b>
Workforce	59,503	20,790	15,090	39,155	20,810	160,802
Non Personnel	63,513	13,229	8,346	32,595	8,531	130,571
<i>Total Expense</i>	<i>123,016</i>	<i>34,019</i>	<i>23,436</i>	<i>71,750</i>	<i>29,341</i>	<b><i>291,373</i></b>
<b>Total Solutions</b>	<b>134,816</b>	<b>39,551</b>	<b>32,636</b>	<b>80,100</b>	<b>33,239</b>	<b>330,153</b>
<i>FY21 Surplus / (Deficit)</i>	<b><i>(10,300)</i></b>	-	-	-	5,052	335,401



# Revenue Solutions = \$39 million

<i>(\$ in Thousands)</i>	<b>Total</b>
CARES Act	8,742
Governor's Emergency Education Relief (GEER)	3,038
Tuition Revenue (enrollment)	23,102
Medical School	3,898
<b>Total</b>	<b>38,780</b>

- **CARES Act:** remaining funds to be drawn by mid-October
- **GEER Fund:** additional CARES funding awarded by the Governor in September to institutions of higher education
- **Tuition Revenue:**
  - Tuition solutions for Amherst, Dartmouth and Lowell as a result of better than budgeted enrollment and more information on student residency, mode and discounting to follow
  - Estimates are conservative & do not recoup the estimated loss assumed in July
- **Medical School:** increased revenue for independent business lines

# Workforce Impacts = \$161 million

	Total	FTEs	Initiated	%
		Impacted	to Date	Initiated
<i>(\$ in Thousands)</i>				
<b>Implemented to date:</b>				
Vacant Positions	(55,786)	790		
Student / Temp	(13,176)	997		
NTT / Instructors / Lecturers / Adjuncts	(13,079)	128		
Overtime / Ad Comp / Vacation Usage	(5,062)	N/A		
<b>Subtotal</b>	<b>(87,103)</b>	<b>1,915</b>		
<b>Implementation dates dependent:</b>				
Furloughs	(13,354)	5,238	(13,354)	100%
Voluntary Separation Incentive Program (VSIP)	(15,300)	263	(15,300)	100%
Salary Reductions	(4,850)	1,044	(4,850)	100%
Temp. Layoffs / Furloughs	(33,015)	1,616	(26,689)	81%
Permanent Layoffs	(7,180)	141	(2,889)	40%
<b>Subtotal</b>	<b>(73,699)</b>	<b>8,302</b>	<b>(63,082)</b>	<b>86%</b>
<b>Total: Workforce Impacts</b>	<b>(160,802)</b>	<b>10,217</b>		

(1) VSIP assumes partial year savings as implementation dates vary

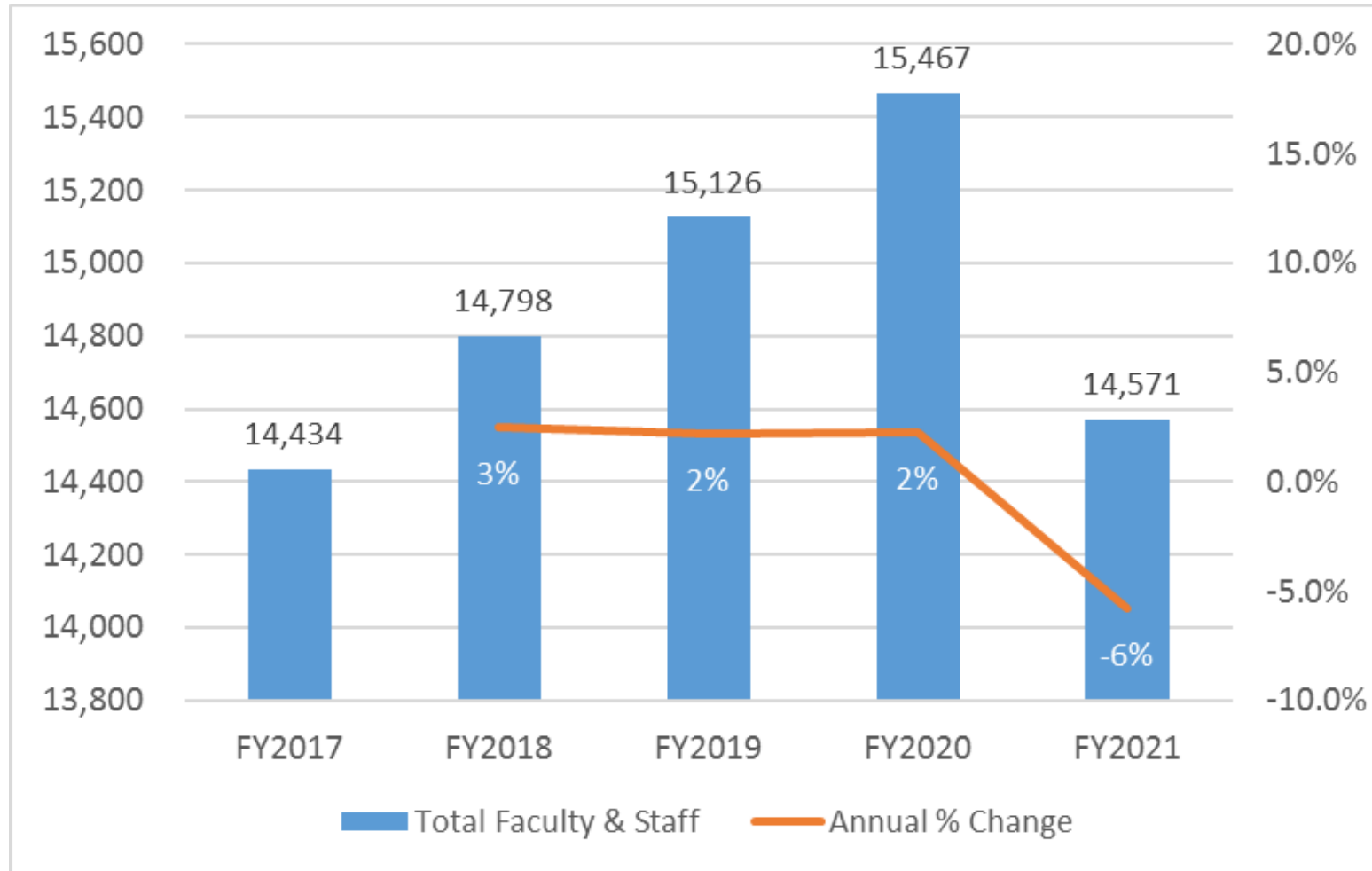
(2) Requires union notification & negotiation; savings assumptions reflect partial year and are being monitored

- Implemented to Date:
  - \$87 million of solutions being implemented
  - Beginning to see realized in FY21 actuals
- Implementation Dates Dependent:
  - \$74 million require union notification and negotiation
  - Of that \$63 million has been initiated
  - Savings estimates reflect timing of implementation (i.e. partial year)

# Total Staff Reduction of 16%

Permanent staff reduction of 6%; temporary staff reductions of 10%

(FTEs)



- Change from FY20 to FY21 includes FTE reductions for: VSIP (263), permanent layoffs (141) and elimination of current vacancies (492)
- Temporary layoffs for fall:
  - Results in an additional reduction of 1,616 FTEs
  - Brings total reduction to 16% (not in the chart)
  - Employees continue to receive health benefits

# Non-Personnel Solutions = \$131 million

<i>(\$ in Thousands)</i>	<b>Total</b>
General non-personnel	(100,264)
Utilities & Leases	(6,379)
Capital Related (depreciation & interest)	(17,917)
Subsidies	(3,466)
Events & Athletics	(2,545)
<b>Total</b>	<b>(130,571)</b>

Strategies Include:

- **Targeted reductions:** each campus targeting non-personnel savings including reduce costs for fully remote
- **Utilities & Leases:** coordinated review of all utility pricing and review of all active leases
- **Debt refinancing & capital plan review:** estimates for refinancing specific debt and depreciation savings for “pausing” certain capital projects
- **Cost discipline using UPST:** over 80 ‘deals’ in the pipeline with estimated savings of \$15 million system-wide

# FY21 Updated Budget: Summary

- Based on current assumptions & planned solutions, the FY21 budget is close to balance.
- Monitoring the implementation of solutions and the development of additional solutions as needed will be critical to preserve balance.

(\$ in Thousands)

Campus	FY2021 ADJUSTMENTS				SOLUTIONS		FY2021 ADJUSTED BUDGET			
	Total Revenue	Total Expenses	OM\$	OM%	Revenue Solutions	Expense Solutions	Total Revenue	Total Expenses	OM\$	OM%
Amherst	1,229,102	1,374,218	(145,116)	-11.8%	11,800	(123,016)	1,240,902	1,251,202	(10,300)	-0.8%
Boston	401,421	440,972	(39,551)	-9.9%	5,532	(34,019)	406,953	406,953	0	0.0%
Dartmouth	217,526	250,162	(32,636)	-15.0%	9,200	(23,436)	226,726	226,726	0	0.0%
Lowell	421,500	501,600	(80,100)	-19.0%	8,350	(71,750)	429,850	429,850	0	0.0%
Medical School	916,535	944,722	(28,187)	-3.1%	3,898	(29,341)	920,433	915,381	5,052	0.5%
President's Office	121,566	131,377	(9,811)	-8.1%	0	(9,811)	121,566	121,566	0	0.0%
<b>Total (1)</b>	<b>3,225,993</b>	<b>3,561,394</b>	<b>(335,401)</b>	<b>-10.4%</b>	<b>38,780</b>	<b>(291,373)</b>	<b>3,264,773</b>	<b>3,270,021</b>	<b>(5,248)</b>	<b>-0.2%</b>

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

# Monitoring Solution Implementation & Updates to Major Assumptions

# Significant Uncertainty Requires Careful Monitoring

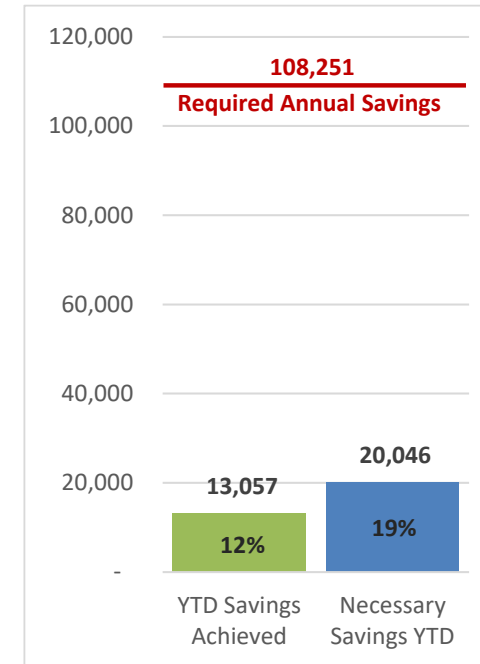
- Monitor implementation of solutions; develop additional solutions as needed
- Uncertainty exists:
  - Spring semester operations
  - Federal stimulus funding (amount and timing)
  - State budget appropriation (amount and timing)
- Real-time tracking of actual spend to monitor budget position
  - Utilize actuals (including fall enrollment revenue) to inform assumptions for spring and summer
- Preserving operating liquidity is critical
- Ensuring UMass will thrive when the economy recovers

# Real Time Expense Tracking

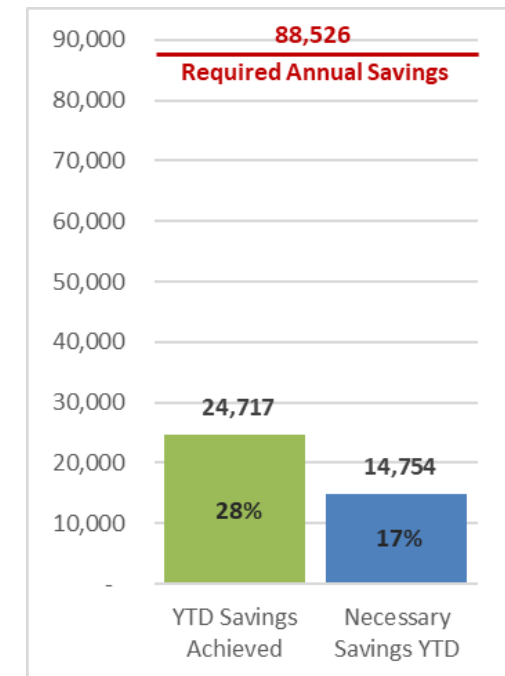
*Actual spending is tracked relative to required savings to determine progress toward necessary budget solutions.*

- Salaries & Fringe expenses are tracked by pay period
- Non-Personnel expenses are tracked by month
- Current year spending in each period is compared to prior year actuals
- FY21 YTD savings are measured relative to FY20 actuals
- Based on budget solutions proposed by the campuses, actual YTD savings are compared to the pace required to realize full-year solutions

Salaries & Fringe\*:



Non-Personnel\*:



\*Data thru 8/31/2020



# Appendices:

- State Budget
- Federal Funding
- Ratios
- Campus Details

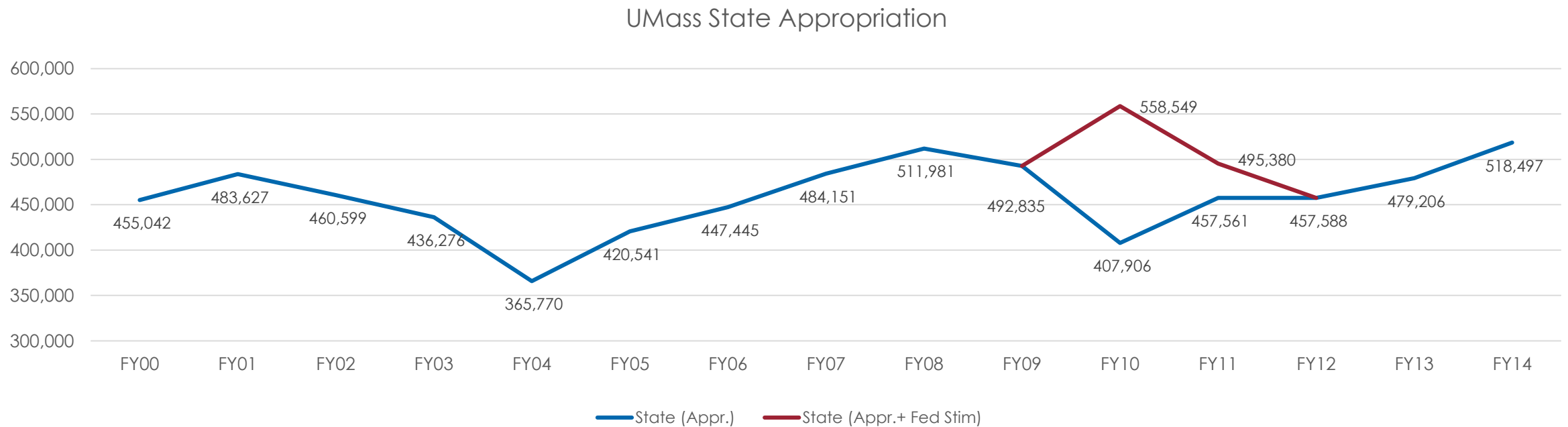
# State Budget

# State Budget: Timing & Expectations

- **Tax Revenue Estimates:**
  - Senate W&M Chair Rodrigues announced on September 17<sup>th</sup> an estimated **\$5 billion** gap for FY21; indicated further budget action expected in October
  - In May, a report was released to re-assess the FY21 forecast that was updated in April; Mass Taxpayers Foundation revised its forecast projecting a decline of \$6 billion or 19.3% from the January 2020 benchmark
- **Timeline:** To date, no budget has been released by the House or Senate;
  - Interim state budget through October passed
  - For UMass, FY20's budget through October is approximately \$186 million; University will administer campus allotments in anticipation of appropriation reductions
  - FY21 models decline consistent with prior recessions

# State Appropriation: Experience from Past Recessions

- Multi-year decline in State appropriations; during FY01 & FY08 declines ranged **20-24%**
  - Return to pre-recession levels takes many years (non-inflation adjusted dollars)
  - State used Federal stimulus to mitigate drastic cuts (*Great Recession of 2008-10*)
- Enrollment increased: Per-student state funding declined; Tuition rate increases shifted cost from State to students and families



# Federal Funding

# CARES Act Allocation

- CARES allocation spread over FY20 & FY21; in total, CARES funding reflects <1% of revenue

<i>(Dollars in Thousands)</i>	<b>Institutional Allocation</b>	<b>FY21 Spending Estimated</b>	<b>MSI-SIP-FIPSE Allocation</b>
Amherst	9,168	285	
Boston	6,092	3,992	49
Dartmouth	3,144	3,113	309
Lowell	4,450	1,750	36
Medical School	155	155	190
<b>Total</b>	<b>23,009</b>	<b>9,295</b>	<b>584</b>
<i>% of Total Revenue</i>		<i>0.3%</i>	

Note: Amounts do not include CARES Act funding provided as direct aid to students; reflects only the allocation made for institutional expenses. The CARES Act provided additional institutional allocations to UMass through the Minority Serving Institutions (MSI) program, Strengthening Institutions Program (SIP), and the Fund for the Improvement of Postsecondary Education (FIPSE). Boston and Lowell were allocated funds under MSI, Dartmouth under the SIP, and the Medical School under FIPSE

# Governor's Emergency Education Relief Fund

- Massachusetts received \$50 million in CARES Act funds to distribute to all levels of education at the Governor's discretion
- UMass will receive \$3,038,000 in additional funding from the Governor's fund based on the number of Pell grant students
- Allocation must be used to cover COVID-19 related reopening costs
- Additional statewide allocations of the Governor's fund include:
  - \$25 million for colleges and universities, as well as some private K-12 schools
  - \$2.5 million in financial aid for low-income college students attending public colleges
  - \$10 million for early literacy programs
  - \$7.5 million to expand access to online courses for K-12 education – including advanced placement, early college, or dual enrollment
  - \$5 million for an emergency reserve fund

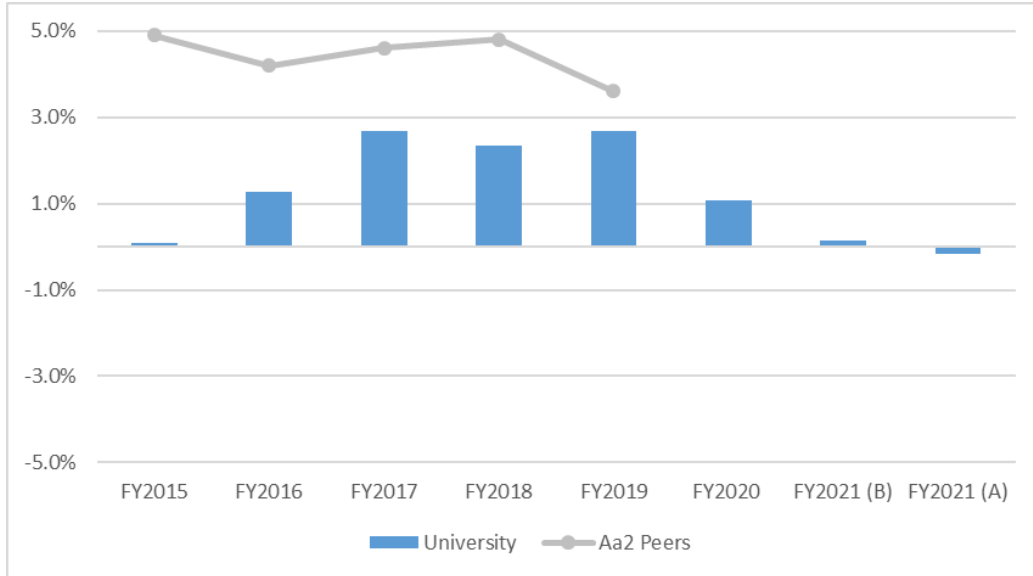
# Federal Activity: COVID Relief Legislation (as of 9/14)

- UMass is actively monitoring federal legislation in response to COVID-19
- The HEROES Act – passed the House on May 15, 2020
  - \$26.7 billion for public higher education\*
  - Potential for \$119 million in funding for UMass\*
- Senate Republicans released the HEALS Act on July 27, 2020
  - \$29 billion for higher education\*
  - Potential for \$100.5 million in funding for UMass\*
- Negotiations are underway, but have stalled in recent weeks
- The future of a final stimulus bill is uncertain at this time



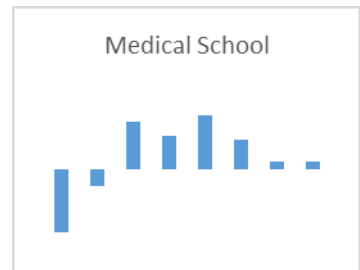
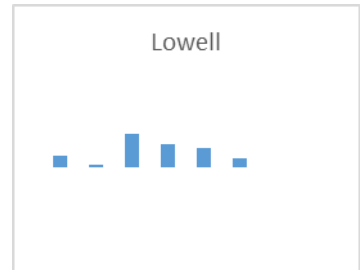
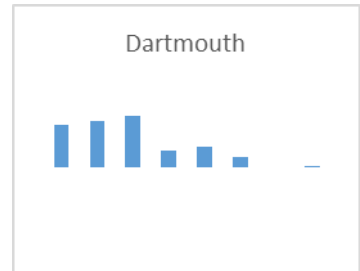
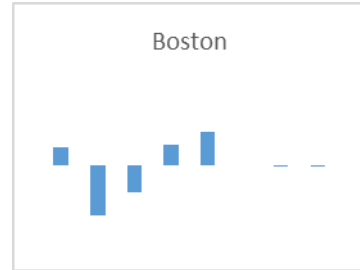
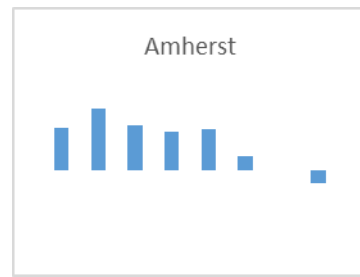
# Ratios

# Operating Margin

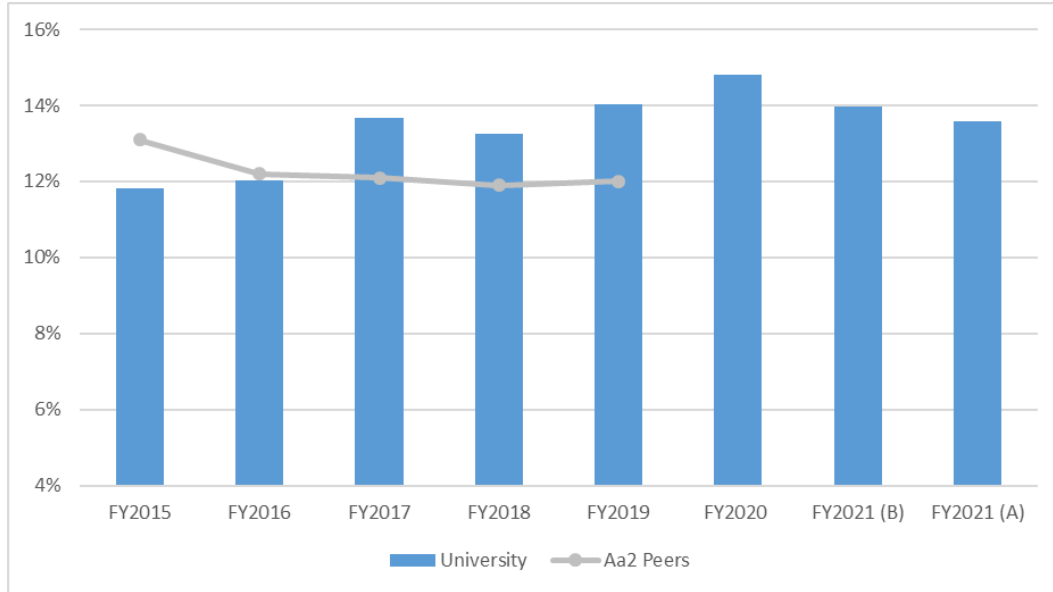


	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (B)	FY2021 (A)
Amherst	2.8%	4.1%	3.0%	2.6%	2.7%	1.0%	0.0%	-0.8%
Boston	0.5%	-1.3%	-0.7%	0.6%	0.9%	0.0%	0.0%	0.0%
Dartmouth	2.8%	3.1%	3.4%	1.1%	1.4%	0.7%	0.0%	0.0%
Lowell	0.8%	0.2%	2.2%	1.6%	1.3%	0.6%	0.0%	0.0%
Medical	-4.2%	-1.1%	3.2%	2.2%	3.5%	2.0%	0.5%	0.5%
Central	-1.5%	0.7%	6.4%	10.4%	8.9%	2.0%	0.0%	0.0%
<b>University</b>	<b>0.1%</b>	<b>1.3%</b>	<b>2.7%</b>	<b>2.3%</b>	<b>2.7%</b>	<b>1.1%</b>	<b>0.2%</b>	<b>-0.2%</b>

Excludes impact of GASB 68 & 75

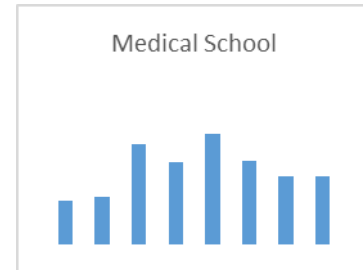
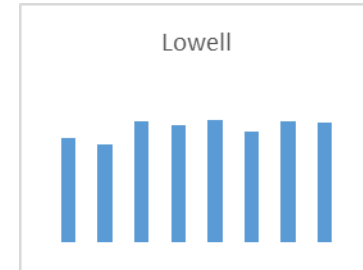
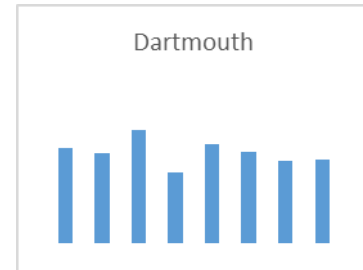
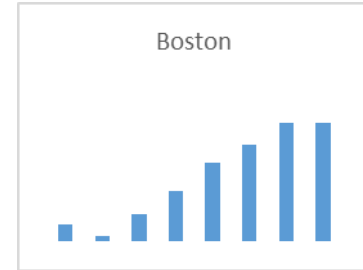
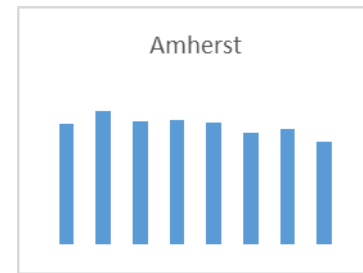


# Operating Cash Flow Margin

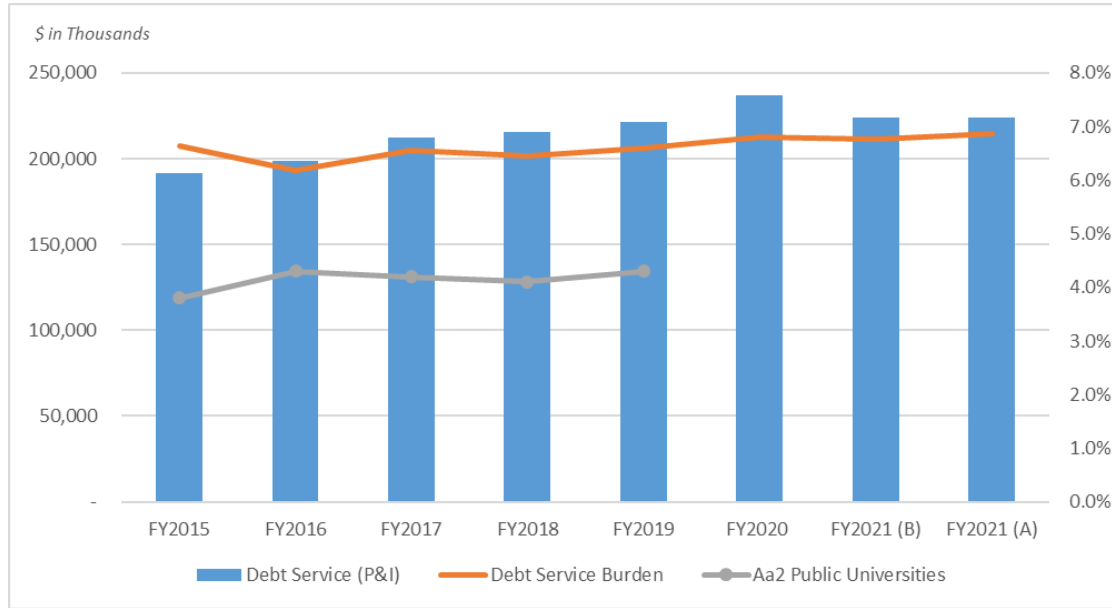


	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (B)	FY2021 (A)
Amherst	14.6%	15.6%	14.8%	14.8%	14.6%	13.8%	14.1%	13.2%
Boston	6.4%	5.4%	7.1%	9.0%	11.2%	12.6%	14.4%	14.4%
Dartmouth	12.5%	12.1%	13.9%	10.6%	12.8%	12.2%	11.5%	11.6%
Lowell	13.3%	12.8%	14.6%	14.3%	14.7%	13.7%	14.5%	14.4%
Medical	8.4%	8.7%	12.8%	11.5%	13.7%	11.6%	10.4%	10.4%
Central	14.6%	17.0%	17.7%	17.5%	12.0%	7.0%	5.2%	5.2%
<b>University</b>	<b>11.8%</b>	<b>12.0%</b>	<b>13.7%</b>	<b>13.3%</b>	<b>14.0%</b>	<b>14.8%</b>	<b>14.0%</b>	<b>13.6%</b>

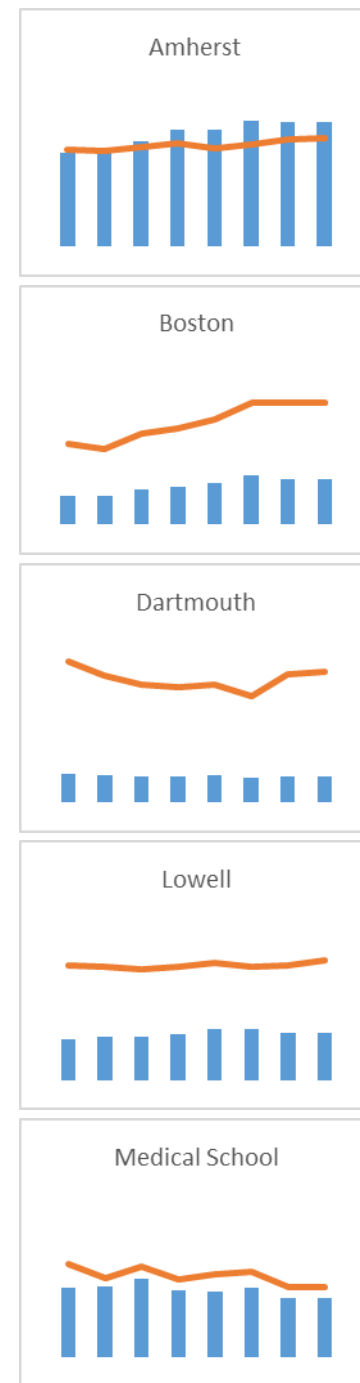
Excludes impact of GASB 68 & 75



# Debt Service Burden

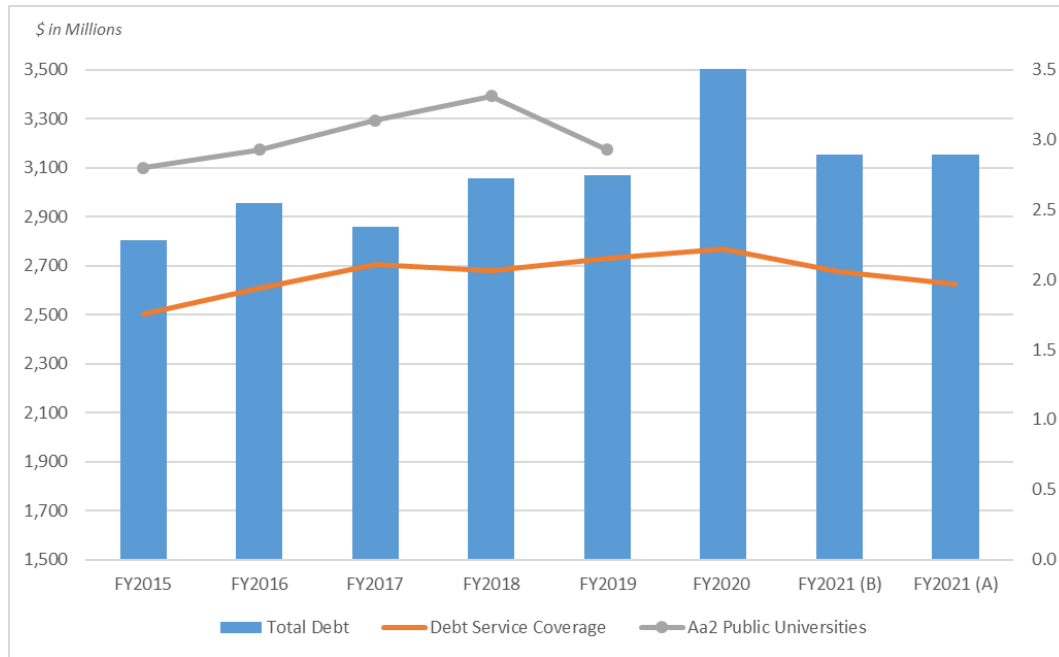


	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (B)	FY2021 (A)
Amherst	6.4%	6.4%	6.6%	6.8%	6.5%	6.8%	7.1%	7.2%
Boston	5.2%	4.9%	5.9%	6.3%	6.9%	7.9%	8.0%	8.0%
Dartmouth	9.3%	8.4%	7.8%	7.6%	7.8%	7.0%	8.5%	8.7%
Lowell	7.6%	7.5%	7.3%	7.4%	7.7%	7.5%	7.5%	7.9%
Medical	6.2%	5.2%	6.0%	5.1%	5.5%	5.6%	4.7%	4.7%
Central	3.1%	3.7%	3.4%	2.8%	4.5%	3.9%	4.2%	4.2%
<b>University</b>	<b>6.6%</b>	<b>6.2%</b>	<b>6.6%</b>	<b>6.5%</b>	<b>6.6%</b>	<b>6.8%</b>	<b>6.8%</b>	<b>6.9%</b>

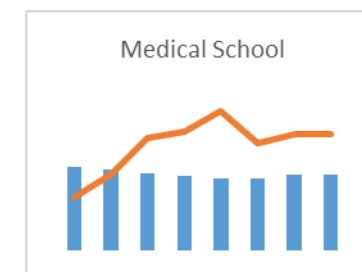
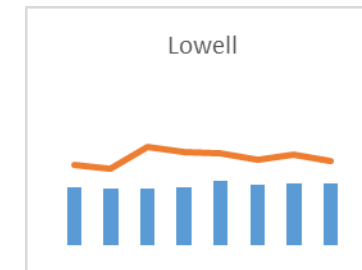
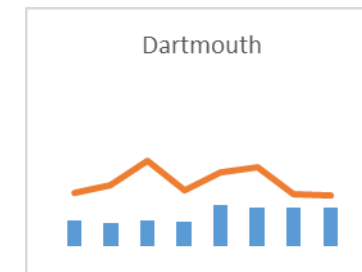
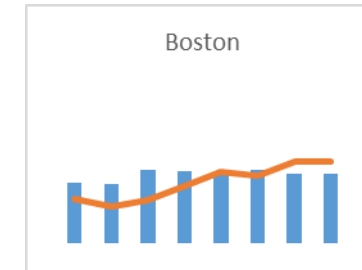
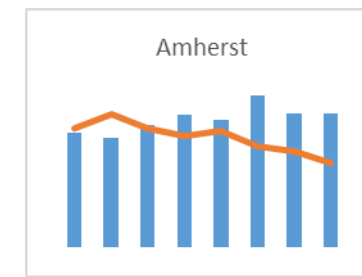


Excludes impact of GASB 68 & 75

# Debt Service Coverage

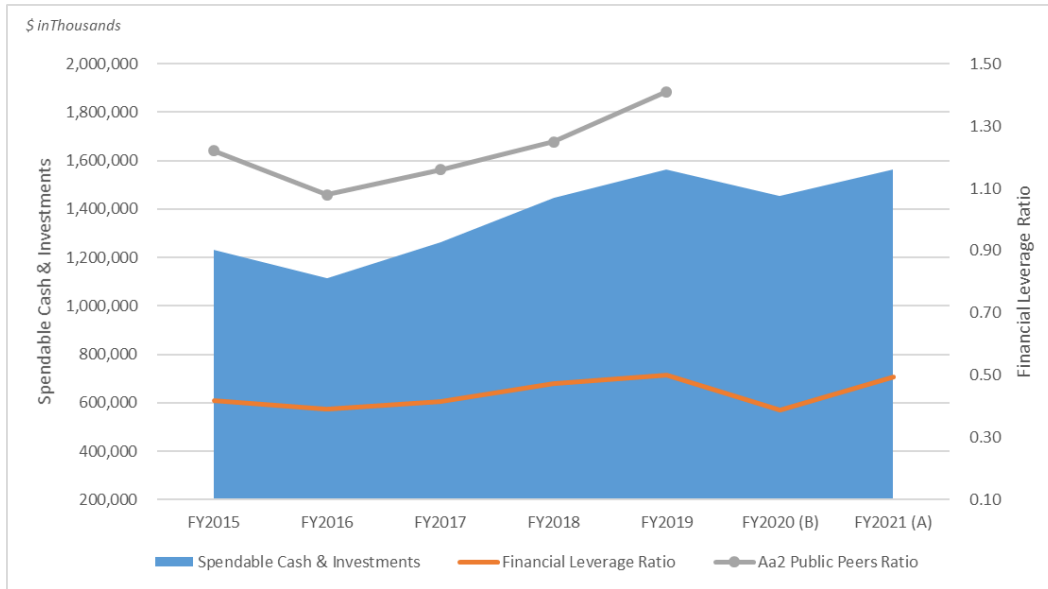


	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (B)	FY2021 (A)
Amherst	2.3	2.5	2.3	2.2	2.3	2.0	2.0	1.8
Boston	1.2	1.0	1.1	1.4	1.6	1.5	1.7	1.7
Dartmouth	1.3	1.4	1.8	1.3	1.6	1.7	1.3	1.3
Lowell	1.7	1.7	2.0	1.9	1.9	1.8	1.9	1.8
Medical	1.3	1.7	2.2	2.3	2.6	2.1	2.3	2.3
Central	4.7	4.6	5.6	7.0	2.8	1.9	1.2	1.2
<b>University</b>	<b>1.8</b>	<b>1.9</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.2</b>	<b>2.1</b>	<b>2.0</b>



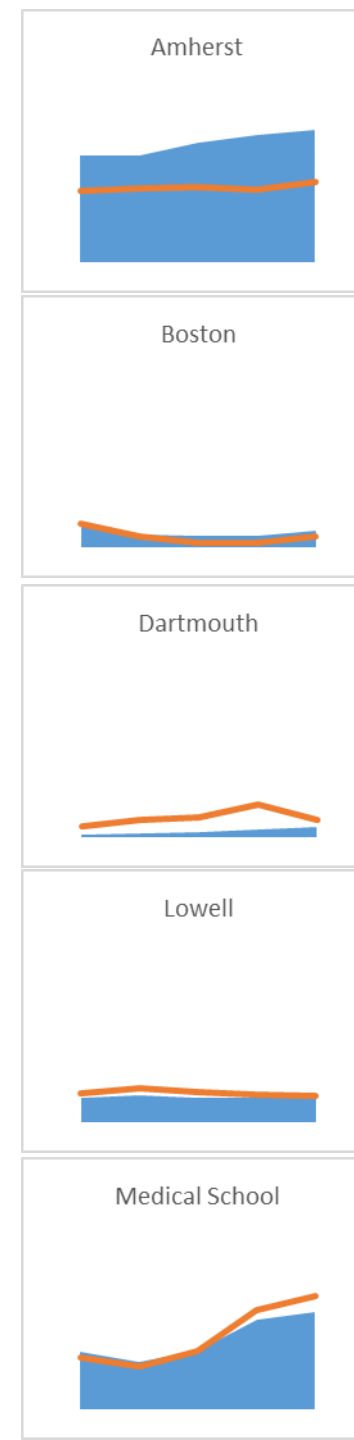
Excludes impact of GASB 68 & 75

# Financial Leverage

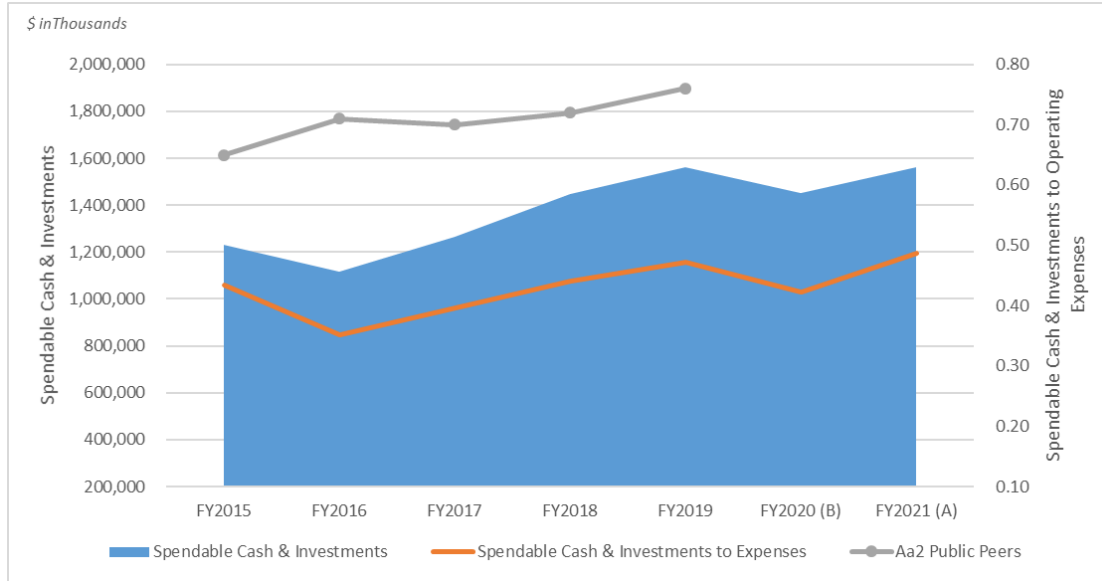


	Actual				
	FY2015	FY2016	FY2017	FY2018	FY2019
Amherst	0.48	0.50	0.50	0.54	0.54
Boston	0.22	0.15	0.12	0.12	0.16
Dartmouth	0.16	0.20	0.21	0.28	0.19
Lowell	0.26	0.28	0.26	0.25	0.24
Medical	0.38	0.34	0.42	0.64	0.72
Central	2.13	1.95	2.35	2.46	2.72
<b>University</b>	<b>0.42</b>	<b>0.39</b>	<b>0.41</b>	<b>0.47</b>	<b>0.50</b>

\*Excludes impact of GASB 68 & 75; Campus-level data not yet available for FY20 & FY21

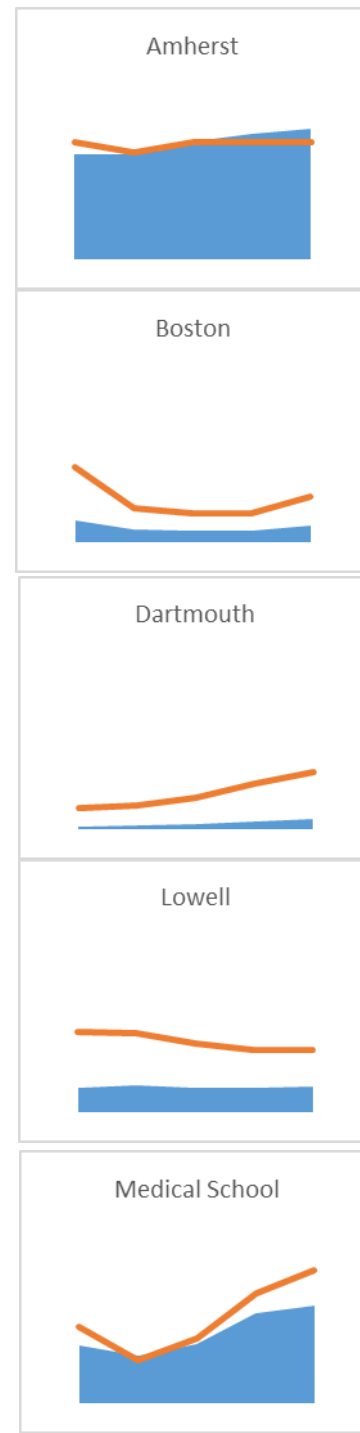


# Spendable Cash & Investments



	Actual				
	FY2015	FY2016	FY2017	FY2018	FY2019
Amherst	0.46	0.42	0.46	0.46	0.46
Boston	0.33	0.20	0.19	0.19	0.24
Dartmouth	0.16	0.17	0.20	0.24	0.27
Lowell	0.34	0.34	0.31	0.29	0.29
Medical	0.33	0.23	0.30	0.43	0.50
Central	1.83	1.44	1.74	1.95	2.10
<b>University</b>	<b>0.43</b>	<b>0.35</b>	<b>0.40</b>	<b>0.44</b>	<b>0.47</b>

\*Excludes impact of GASB 68 & 75; Campus-level data not yet available for FY20 & FY21



# Key Financial Ratios Defined

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

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

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

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

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

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

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

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

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

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

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

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

**Operating Liquidity to expenses** – Measures the cash and short term investments available to support daily operations.

$$\frac{\text{Cash \& Short Term Investments}}{\text{Total Expenses}}$$



# Campus Details

# Amherst

# Amherst: August Revenue & Expenses

(\$ in Thousands)							
Revenues	Q3 Projection	Baseline Budget	Approved Budget	Updated Fall Opening Plan	Adjusted Budget	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021		FY2021	\$	%
Gross Tuition & Fees	584,746	572,499	572,499		586,549	1,803	0.3%
Tuition Discounts	(160,080)	(161,982)	(161,982)		(164,232)	(4,152)	2.6%
Discount Rate	27.4%	28.3%	28.3%		28.0%	0.6%	2.3%
Net Tuition & Fees	424,666	410,517	410,517		422,317	(2,349)	-0.6%
Grants	173,061	168,354	168,354	(2,000)	166,354	(6,707)	-3.9%
Sales & Service, Educational	9,590	3,456	3,456		3,456	(6,134)	-64.0%
Auxiliary Enterprises	241,602	246,158	246,158	(39,400)	206,758	(34,844)	-14.4%
Other Operating	15,989	18,936	18,936		18,936	2,947	18.4%
State appropriations	383,589	352,667	352,667		352,667	(30,922)	-8.1%
Other NonOperating	79,426	76,064	76,064		76,064	(3,362)	-4.2%
<b>Total Revenues</b>	<b>1,327,923</b>	<b>1,276,152</b>	<b>1,276,152</b>	<b>(41,400)</b>	<b>1,246,552</b>	<b>(81,371)</b>	<b>-6.1%</b>
% Growth	-1.0%		-6.1%		-8.3%		
Expenses	Q3 Projection	Baseline Budget	Approved Budget	Updated Fall Opening Plan	Adjusted Budget	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021		FY2021	\$	%
Salaries & Fringe	807,346	831,147	769,867		771,647	(35,699)	-4.4%
Non-personnel	337,392	349,302	306,066	(5,800)	292,386	(45,006)	-13.3%
Scholarships and fellowships	20,148	21,255	21,255		21,255	1,107	5.5%
Depreciation	121,502	127,206	126,206		126,206	4,704	3.9%
Interest	40,547	51,108	47,108		39,708	(839)	-2.1%
<b>Total Expenses</b>	<b>1,326,934</b>	<b>1,380,018</b>	<b>1,270,502</b>	<b>(5,800)</b>	<b>1,251,202</b>	<b>(75,733)</b>	<b>-5.7%</b>
% Growth	2.3%		-5.2%		-6.7%		
<b>Surplus / (Deficit)</b>	<b>(3,651)</b>	<b>(109,516)</b>	<b>0</b>	<b>(35,600)</b>	<b>(10,300)</b>		
<b>UMass OM Calc</b>	<b>-0.3%</b>	<b>-8.6%</b>	<b>0.0%</b>		<b>-0.8%</b>		

# Amherst: Solutions Overview (Estimates)

Dollars in Thousands

<b>Deficit</b>	
July (approved budget; partially remote)	(109,516)
August (add'l for fully remote)	(35,600)
<b>Total Deficit</b>	<b>(145,116)</b>
<b>Solutions</b>	
<b>Revenue</b>	
Tuition Revenue (enrollment)	11,800
<b>Total Revenue Solutions</b>	<b>11,800</b>

<b>Workforce Related</b>	
Vacant Positions	(19,200)
Voluntary Separation Incentive Program (VSIP)	(12,800)
Furloughs	(6,500)
Temp. Layoffs / Furloughs	(17,453)
Permanent Layoffs	(3,550)
<b>Total Workforce Related Solutions</b>	<b>(59,503)</b>
<b>Non Personnel</b>	
General non-personnel	(48,213)
Utilities	(2,900)
Capital Related (depreciation & interest)*	(12,400)
<b>Total Non Personnel Solutions</b>	<b>(63,513)</b>
<b>Total Solutions</b>	<b>(134,816)</b>
<b>Remaining Deficit</b>	<b>(10,300)</b>

\*Includes \$2.9 million refunding estimate

# Amherst: Employee FTEs

Employee FTEs	September*	August	Variance
	FY20	FY21	
<b>Restricted</b>			
Faculty	42	41	(1)
Staff	382	400	18
<b>Total Restricted</b>	<b>424</b>	<b>441</b>	<b>17</b>
<b>Unrestricted General University Ops</b>			
Faculty	1,620	1,640	20
Staff	2,762	2,808	46
<b>Total General University Ops</b>	<b>4,382</b>	<b>4,448</b>	<b>66</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty	-	-	0
Staff	1,517	1,448	(69)
<b>Total Aux./Independent Business</b>	<b>1,517</b>	<b>1,448</b>	<b>(69)</b>
<b>Total Faculty &amp; Staff</b>	<b>6,323</b>	<b>6,337</b>	<b>14</b>

\*September used due to budgeted staffing changes that occurred Jul-Sept of FY20

# Amherst: Fall 2020 Enrollment Tracking (as of 9/16/20)

## FY21 Enrollment vs. FY20

<b>Budget</b>
<b>-4.9%</b>

<b>YTD Actuals</b>
<b>-0.4%</b>

### Enrollment milestones:

- ✓ Orientation
- ✓ Classes begin 8/24
- ✓ Add/drop 9/7

<i>By Career</i> Students (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
Undergraduate	22,643	22,945	23,680	22,226	23,418
% Change	0.2%	1.3%	3.2%	-6.1%	-1.1%
Graduate	3,708	3,772	3,736	3,736	3,682
% Change	6.1%	1.7%	-0.9%	0.0%	-1.5%
Continuing Ed	472	417	313	313	589
% Change	10.2%	-11.8%	-24.8%	0.0%	88.2%
Online Only	1,888	1,917	2,079	2,079	2,011
% Change	3.4%	1.5%	8.4%	0.0%	-3.3%
<b>Total</b>	<b>28,711</b>	<b>29,051</b>	<b>29,808</b>	<b>28,354</b>	<b>29,699</b>
% Change	1.3%	1.2%	2.6%	-4.9%	-0.4%
<i>By New &amp; Continuing</i> Undergraduate (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
New	6,182	6,535	7,284	6,834	6,427
% Change	-0.0%	5.7%	11.5%	-6.2%	-11.8%
Continuing	16,461	16,411	16,396	15,392	16,990
% Change	0.3%	-0.3%	-0.1%	-6.1%	3.6%
<b>Undergraduate Total</b>	<b>22,643</b>	<b>22,945</b>	<b>23,680</b>	<b>22,226</b>	<b>23,417</b>
% Change	0.2%	1.3%	3.2%	-6.1%	-1.1%

# Amherst: Key Ratios

## AMHERST

Key Ratio	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
Operating Margin (%)	2.8%	4.1%	3.0%	2.6%	2.7%	1.0%	0.0%	-0.8%
Operating Margin (\$)	30,624	48,150	36,052	33,114	36,365	12,892	0	(10,300)
Operating Cash Flow Margin (%)	14.6%	15.6%	14.8%	14.8%	14.6%	13.8%	14.1%	13.2%
Operating Cash Flow Margin (\$)	156,493	181,720	176,745	186,268	192,282	185,511	177,336	161,636
Debt Service Burden (%)	6.4%	6.4%	6.6%	6.8%	6.5%	6.8%	7.1%	7.2%
Debt Service Coverage (x)	2.3	2.5	2.3	2.2	2.3	2.0	2.0	1.8
Financial Leverage (x)	0.48	0.50	0.50	0.49	0.54	0.38	TBD	TBD
Total Debt (\$ in thousands)	977,301	939,847	1,048,407	1,135,299	1,089,240	1,440,183	1,150,551	1,150,551
Spendable Cash & Investments to Op Expenses (x)	0.46	0.42	0.46	0.46	0.46	0.41	TBD	TBD
Enrollment	27,098	27,697	28,339	28,711	29,051	29,326	28,354	28,354
Enrollment (% Change)		2.2%	2.3%	1.3%	1.2%	0.9%	-4.9%	-4.9%

# Boston



# Boston: August Revenue & Expenses

(\$ in Thousands)						
Revenues	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021	FY2021	\$	%
	Gross Tuition & Fees	250,573	239,445	240,185	240,185	(10,388)
Tuition Discounts	(69,573)	(70,990)	(70,190)	(70,190)	(617)	0.9%
Discount Rate	27.8%	29.6%	29.2%	29.2%	1.5%	5.3%
Net Tuition & Fees	181,000	168,455	169,995	169,995	(11,005)	-6.1%
Grants	49,769	49,546	49,546	49,546	(224)	-0.4%
Sales & Service, Educational	1,900	1,348	1,348	1,348	(552)	-29.1%
Auxiliary Enterprises	10,346	7,556	7,556	7,556	(2,790)	-27.0%
Other Operating	2,112	1,123	1,123	1,123	(989)	-46.8%
State appropriations	145,635	134,183	134,183	134,183	(11,452)	-7.9%
Other NonOperating	39,816	39,211	43,203	43,203	3,387	8.5%
<b>Total Revenues</b>	<b>430,579</b>	<b>401,421</b>	<b>406,953</b>	<b>406,953</b>	<b>(23,626)</b>	<b>-5.5%</b>
% Growth	-1.3%		-5.3%			
Expenses	Q3 Projection	Baseline Budget	Estimated July	Updated August	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021	FY2021	\$	%
	Salaries & Fringe	270,152	269,658	248,883	248,883	(21,269)
Non-personnel	91,690	98,374	85,130	85,130	(6,560)	-7.2%
Scholarships and fellowships	17,983	17,983	17,983	17,983	0	0.0%
Depreciation	32,384	35,029	35,029	35,029	2,645	8.2%
Interest	18,369	19,927	19,927	19,927	1,558	8.5%
<b>Total Expenses</b>	<b>430,578</b>	<b>440,972</b>	<b>406,953</b>	<b>406,953</b>	<b>(23,625)</b>	<b>-5.5%</b>
% Growth	-0.1%		-5.3%			
<b>Surplus / (Deficit)</b>	<b>0</b>	<b>(39,551)</b>	<b>(0)</b>	<b>(0)</b>		
<b>UMass OM Calc</b>	<b>0.0%</b>	<b>-9.9%</b>	<b>0.0%</b>	<b>0.0%</b>		

# Boston: Solutions Overview (Estimates)

Dollars in Thousands

<b>Deficit</b>		<b>As of 8/27/20</b>
July (approved budget; partially remote)		(39,551)
<b>Total Deficit</b>		<b>(39,551)</b>
<b>Solutions</b>		<b>Total</b>
<b>Revenue</b>		
CARES Act		3,992
Tuition Revenue (summer enrollment)		1,540
<b>Total Revenue Solutions</b>		<b>5,532</b>

## Workforce Related

Vacant Positions	(3,093)
Student / Temp	(2,100)
NTT / Instructors / Lecturers / Adjuncts	(2,079)
Voluntary Separation Incentive Program (VSIP)	(2,500)
Forced Vacation Usage	(1,114)
Overtime / Ad Comp / Other	(878)
Centers & Institutes / ReOrgs	(2,934)
Furloughs	
Executive	(561)
Non Unit	(461)
Unit	(3,108)
Temp. Layoff / Indefinite Furlough	(1,962)
<b>Total Workforce Related Solutions</b>	<b>(20,790)</b>

## Non Personnel

General non-personnel	(10,069)
Utilities	(2,024)
Leases	(55)
Capital Related (depreciation & interest)*	0
Re-organizations	(570)
Subsidies	(366)
Events & Athletics	(145)
<b>Total Non-Personnel Solutions</b>	<b>(13,229)</b>
<b>Total Solutions</b>	<b>(39,551)</b>

<b>Remaining Deficit</b>	<b>(0)</b>
--------------------------	------------

\*Does not include \$2.6 million refunding estimate

# Boston: Employee FTEs

Employee FTEs	August		
	FY20	FY21	Variance
<b>Restricted</b>			
Faculty	11	8	(3)
Staff	129	122	(7)
<b>Total Restricted</b>	<b>140</b>	<b>131</b>	<b>(10)</b>
<b>Unrestricted General University Ops</b>			
Faculty	821	808	(12)
Staff	950	903	(47)
<b>Total General University Ops</b>	<b>1,771</b>	<b>1,711</b>	<b>(60)</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty	-	-	-
Staff	27	29	2
<b>Total Aux./Independent Business</b>	<b>27</b>	<b>29</b>	<b>2</b>
<b>Total Faculty &amp; Staff</b>	<b>1,938</b>	<b>1,871</b>	<b>(67)</b>

# Boston: Fall 2020 Enrollment Tracking (as of 9/16/20)

## FY21 Enrollment vs. FY20

<b>Budget</b>
<b>-2.9%</b>

<b>YTD Actuals</b>
<b>0.1%</b>

### Enrollment milestones:

- ✓ Orientation
- ✓ Classes begin 9/8
- ✓ Add/drop 9/15

<i>By Career</i> Students (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
Undergraduate	9,835	10,256	10,280	10,105	10,334
% Change	3.2%	4.3%	0.2%	-1.7%	0.5%
Graduate	1,802	1,714	1,771	1,639	1,766
% Change	-0.8%	-4.9%	3.3%	-7.5%	-0.3%
Continuing Ed	697	715	419	383	305
% Change	-25.8%	2.6%	-41.3%	-8.7%	-27.2%
Online Only	703	528	769	727	852
% Change	-14.0%	-24.9%	45.7%	-5.5%	10.7%
<b>Total</b>	<b>13,036</b>	<b>13,213</b>	<b>13,241</b>	<b>12,854</b>	<b>13,257</b>
% Change	-0.5%	1.4%	0.2%	-2.9%	0.1%

<i>By New &amp; Continuing</i> Undergraduate (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
New	2,995	3,344	3,244	3,274	3,114
% Change	14.7%	11.6%	-3.0%	0.9%	-4.0%
Continuing	6,838	6,912	7,036	6,831	7,219
% Change	-1.1%	1.1%	1.8%	-2.9%	2.6%
<b>Undergraduate Total</b>	<b>9,834</b>	<b>10,256</b>	<b>10,280</b>	<b>10,105</b>	<b>10,333</b>
% Change	3.2%	4.3%	0.2%	-1.7%	0.5%

# Boston: Key Ratios

	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
Operating Margin (%)	0.5%	-1.3%	-0.7%	0.6%	0.9%	0.0%	0.0%	0.0%
Operating Margin (\$)	1,822	(5,369)	(3,001)	2,387	3,896	0	(0)	(0)
Operating Cash Flow Margin (%)	6.4%	5.4%	7.1%	9.0%	11.2%	12.6%	14.4%	14.4%
Operating Cash Flow Margin (\$)	23,220	21,192	28,684	36,282	46,650	53,552	56,214	56,214
Debt Service Burden (%)	5.2%	4.9%	5.9%	6.3%	6.9%	7.9%	8.0%	8.0%
Debt Service Coverage (x)	1.2	1.0	1.1	1.4	1.6	1.5	1.7	1.7
Financial Leverage (x)	0.23	0.16	0.12	0.12	0.16	0.12	TBD	TBD
Total Debt (\$ in thousands)	516,180	505,552	622,941	611,819	616,132	621,140	586,689	586,689
Spendable Cash & Investments to Op Expenses (x)	0.33	0.20	0.19	0.19	0.24	0.17	TBD	TBD
Enrollment	12,833	13,195	13,101	13,036	13,213	13,134	12,854	12,854
Enrollment (% Change)	4.1%	2.8%	-0.7%	-0.5%	1.4%	-0.6%	-2.9%	0.0%

# Dartmouth

# Dartmouth: August Revenue & Expenses

(\$ in Thousands)

Revenues	Q3 Projection	Baseline Budget	Approved Budget	Updated Fall Opening Plan	Adjusted Budget	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021		FY2021	\$	%
	Gross Tuition & Fees	117,936	107,742		107,742		107,742
Tuition Discounts	(40,511)	(36,854)	(36,854)		(36,854)	3,657	-9.0%
Discount Rate	34.3%	34.2%	34.2%		34.2%	-0.1%	-0.4%
Net Tuition & Fees	77,425	70,888	70,888		76,657	(768)	-1.0%
Grants	18,196	18,196	18,196		18,196	-	0.0%
Sales & Service, Educational	157	157	157		157	-	0.0%
Auxiliary Enterprises	37,269	29,991	29,991	(8,405)	21,586	(15,683)	-42.1%
Other Operating	2,958	3,933	3,933		3,933	975	33.0%
State appropriations	89,634	81,923	81,923		81,923	(7,711)	-8.6%
Other NonOperating	21,861	18,411	21,833		21,833	(28)	-0.1%
<b>Total Revenues</b>	<b>247,500</b>	<b>223,499</b>	<b>226,921</b>	<b>(8,405)</b>	<b>224,285</b>	<b>(23,215)</b>	<b>-9.4%</b>
% Growth	-3.5%		-8.3%		-9.4%		
Expenses	Q3 Projection	Baseline Budget	Approved Budget	Updated Fall Opening Plan	Adjusted Budget	Variance (to FY20 Proj)	
	FY2020	FY2021	FY2021		FY2021	\$	%
	Salaries & Fringe	152,033	152,128		135,519		137,029
Non-personnel	60,407	61,188	56,988		53,103	(7,304)	-12.1%
Scholarships and fellowships	5,562	5,562	5,562		5,562	-	0.0%
Depreciation	22,240	22,265	22,265		22,265	25	0.1%
Interest	9,290	9,019	9,019		8,758	(532)	-5.7%
<b>Total Expenses</b>	<b>249,532</b>	<b>250,162</b>	<b>229,353</b>	<b>-</b>	<b>226,717</b>	<b>(22,815)</b>	<b>-9.1%</b>
<b>Surplus / (Deficit)</b>	<b>400</b>	<b>(24,231)</b>	<b>0</b>	<b>(8,405)</b>	<b>0</b>		
<b>UMass OM Calc</b>	<b>0.2%</b>	<b>-10.7%</b>	<b>0.0%</b>		<b>0.0%</b>		

# Dartmouth: Solutions Overview (Estimates)

Dollars in Thousands

<b>Deficit</b>	
July (approved budget; partially remote)	(24,231)
August (add'l for fully remote)	(8,405)
<b>Total Deficit</b>	<b>(32,636)</b>
<b>Solutions</b>	
<b>Revenue</b>	
Tuition Revenue (enrollment)	6,200
CARES Act	3,000
<b>Total Revenue Solutions</b>	<b>9,200</b>

## Workforce Related

Vacant Positions / VSIP	(7,100)
Student & Temporary staff	(500)
Overtime / Ad Comp / Other?	(2,170)
Furloughs (from FY20)	(470)
All Campus Salary Reduction	(4,850)
<b>Total Workforce Related Solutions</b>	<b>(15,090)</b>

## Non Personnel

General non-personnel	(4,385)
Capital Related (depreciation & interest)	(261)
Subsidies	(3,100)
Events & Athletics	(600)
<b>Total Non Personnel Solutions</b>	<b>(8,346)</b>
<b>Total Solutions</b>	<b>(32,636)</b>

<b>Remaining Deficit</b>	<b>0</b>
--------------------------	----------

\*Includes \$261K refunding estimate



# Dartmouth: Employee FTEs

Employee FTEs	August		
	FY20	FY21	Variance
<b>Restricted</b>			
Faculty	3	2	(1)
Staff	32	33	2
<b>Total Restricted</b>	<b>35</b>	<b>35</b>	
<b>Unrestricted General University Ops</b>			
Faculty	408	400	(7)
Staff	574	533	(41)
<b>Total General University Ops</b>	<b>981</b>	<b>933</b>	<b>(48)</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty	-	-	-
Staff	93	78	(15)
<b>Total Aux./Independent Business</b>	<b>93</b>	<b>78</b>	<b>(15)</b>
<b>Total Faculty &amp; Staff</b>	<b>1,109</b>	<b>1,046</b>	<b>(63)</b>

# Dartmouth: Fall 2020 Enrollment Tracking (as of 9/16/20)

## FY21 Enrollment vs. FY20

<b>Budget</b>
<b>-10.2%</b>

<b>YTD Actuals</b>
<b>-3.6%</b>

### Enrollment milestones:

- ✓ Orientation
- ✓ Classes begin 9/2
- ✓ Add/drop 9/10

<i>By Career</i> Students (FTEs)	Actual			Estimated Budget	YTD as of 9/16/2020
	FY2018	FY2019	FY2020	FY2021	FY2021
Undergraduate	5,582	5,600	5,261	4,815	5,039
% Change	-4.8%	0.3%	-6.1%	-8.5%	-4.2%
Graduate	698	594	536	450	534
% Change	-8.5%	-14.9%	-9.8%	-16.0%	-0.4%
Continuing Ed	508	391	279	161	120
% Change	16.3%	-23.0%	-28.6%	-42.3%	-57.1%
Online Only	315	546	649	565	698
% Change	-7.3%	73.3%	18.9%	-12.9%	7.6%
Law School	184	199	246	268	326
% Change	16.7%	8.4%	23.6%	8.9%	32.4%
<b>Total</b>	<b>7,286</b>	<b>7,330</b>	<b>6,971</b>	<b>6,259</b>	<b>6,717</b>
% Change	-3.6%	0.6%	-4.9%	-10.2%	-3.6%

<i>By New &amp; Continuing</i> Undergraduate (FTEs)	Actual			Estimated Budget	YTD as of 9/16/2020
	FY2018	FY2019	FY2020	FY2021	FY2021
New	1,647	1,833	1,721	1,490	1,562
% Change	-1.0%	11.3%	-6.1%	-13.4%	-9.2%
Continuing	3,934	3,767	3,540	3,325	3,477
% Change	-6.3%	-4.3%	-6.0%	-6.1%	-1.8%
<b>Undergraduate Total</b>	<b>5,582</b>	<b>5,600</b>	<b>5,261</b>	<b>4,815</b>	<b>5,039</b>
% Change	-4.8%	0.3%	-6.1%	-8.5%	-4.2%

# Dartmouth: Key Ratios

## DARTMOUTH

Key Ratio	Actual						Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	
	Operating Margin (%)	2.8%	3.1%	3.4%	1.1%	1.4%	0.7%	0.0%	0.0%
<i>Operating Margin (\$)</i>	6,484	7,434	8,442	2,801	3,658	1,846	0	0	
Operating Cash Flow Margin (%)	12.5%	12.1%	13.9%	10.6%	12.8%	12.2%	11.5%	11.5%	
<i>Operating Cash Flow Margin (\$)</i>	27,482	28,208	33,475	25,525	32,192	31,656	25,019	24,758	
Debt Service Burden (%)	9.3%	8.4%	7.8%	7.6%	7.8%	7.0%	8.5%	8.6%	
Debt Service Coverage (x)	1.3	1.4	1.8	1.3	1.6	1.7	1.3	1.3	
Financial Leverage (x)	0.16	0.20	0.21	0.28	0.19	0.14	TBD	TBD	
Total Debt (\$ in thousands)	217,036	201,118	215,530	205,513	351,883	334,020	327,992	327,992	
Spendable Cash & Investments to Op Expenses (x)	0.16	0.17	0.20	0.24	0.27	0.18	TBD	TBD	
Enrollment	7,930	7,766	7,558	7,286	7,330	7,291	6,259	6,259	
<i>Enrollment (% Change)</i>	0.8%	-2.1%	-2.7%	-3.6%	0.6%	-0.5%	-10.2%	-10.2%	

# Lowell

# Lowell: August Revenue & Expenses

(\$ in Thousands)

Revenues	Q3 Projection	Baseline	Approved	Updated Fall Opening Plan	Adjusted	Variance (to FY20 Proj)	
	FY2020	Budget	Budget		Budget	\$	%
	FY2021	FY2021	FY2021		FY2021		
Gross Tuition & Fees	266,016	246,653	246,653		252,603	(13,413)	-5.0%
Tuition Discounts	(66,106)	(64,274)	(64,274)		(62,274)	3,832	-5.8%
Discount Rate	24.9%	26.1%	26.1%		24.7%	-0.2%	-0.8%
Net Tuition & Fees	199,910	182,379	182,379		190,329	(9,581)	-4.8%
Grants	53,632	59,113	59,113		59,113	5,481	10.2%
Sales & Service, Educational	1,766	1,766	1,766		1,766	0	0.0%
Auxiliary Enterprises	55,612	50,130	50,130	(27,572)	22,558	(33,054)	-59.4%
Other Operating	6,508	6,508	6,508		6,508	0	0.0%
State appropriations	127,859	117,497	117,497		117,497	(10,362)	-8.1%
Other NonOperating	36,717	31,679	33,457		33,457	(3,260)	-8.9%
<b>Total Revenues</b>	<b>482,004</b>	<b>449,072</b>	<b>450,850</b>	<b>(27,572)</b>	<b>431,228</b>	<b>(31,154)</b>	<b>-6.5%</b>
% Growth	-0.6%		-6.2%				
Expenses	Q3 Projection	Baseline	Estimated	Updated Fall Opening Plan	Updated	Variance (to FY20 Proj)	
	FY2020	Budget	July		August	\$	%
	FY2021	FY2021	FY2021		FY2021		
Salaries & Fringe	284,739	299,949	262,349		260,270	(24,469)	-8.6%
Non-personnel	127,691	125,783	113,383		99,096	(28,595)	-22.4%
Scholarships and fellowships	10,004	10,450	10,450		10,450	446	4.5%
Depreciation	43,954	45,591	44,841		44,841	887	2.0%
Interest	17,008	19,827	19,827		16,571	(437)	-2.6%
<b>Total Expenses</b>	<b>483,396</b>	<b>501,600</b>	<b>450,850</b>	<b>-</b>	<b>431,228</b>	<b>(52,168)</b>	<b>-10.8%</b>
% Growth	1.4%		-6.6%				
Operating Margin	Q3 Projection	Baseline	Estimated	Updated Fall Opening Plan	Updated	Variance (to FY20 Proj)	
	FY2020	Budget	July		Budget	\$	%
	FY2021	FY2021	FY2021		FY2021		
UMass OM Calc Revenues	482,004	449,072	450,850	(27,572)	431,228		
Total Expenses	483,396	501,600	450,850	-	431,228		
<b>Surplus / (Deficit)</b>	<b>(1,392)</b>	<b>(52,528)</b>	<b>0</b>	<b>(27,572)</b>	<b>-</b>		
UMass OM Calc	-0.3%	-11.7%	0.0%		0.0%		

# Lowell: Solutions Overview (Estimates)

*Dollars in Thousands*

<b>Deficit</b>	<b>As of 9/11/20</b>
July (approved budget; partially remote)	(52,528)
August (add'l for fully remote)	(27,572)
<b>Total Deficit</b>	<b>(80,100)</b>

<b>Solutions</b>	
<b>Revenue</b>	
CARES Act	1,750
Tuition Revenue (enrollment)	6,600
<b>Total Revenue Solutions</b>	<b>8,350</b>

<b>Workforce Related</b>	
Vacant Positions	(7,000)
Student / Temp	(7,000)
NTT / Instructors / Lecturers / Adjuncts	(11,000)
Senior Leadership Furlough	(555)
Temp. Layoffs / Furloughs	(13,600)
<b>Total Workforce Related Solutions</b>	<b>(39,155)</b>
<b>Non Personnel</b>	
General non-personnel	(24,139)
Leases	(1,400)
Capital Related (depreciation & interest)*	(5,256)
Events & Athletics	(1,800)
<b>Total Non Personnel Solutions</b>	<b>(32,595)</b>
<b>Total Solutions</b>	<b>(80,100)</b>
<b>Remaining Deficit</b>	<b>0</b>

*\*Includes \$3.2 million refunding estimate*

# Lowell: Employee FTEs

Employee FTEs	August		
	FY20	FY21	Variance
<b>Restricted</b>			
Faculty	10	14	3
Staff	91	91	0
<b>Total Restricted</b>	<b>101</b>	<b>105</b>	<b>4</b>
<b>Unrestricted General University Ops</b>			
Faculty	638	665	27
Staff	977	928	(50)
<b>Total General University Ops</b>	<b>1,616</b>	<b>1,593</b>	<b>(23)</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty			
Staff	74	63	(11)
<b>Total Aux./Independent Business</b>	<b>74</b>	<b>63</b>	<b>(11)</b>
<b>Total Faculty &amp; Staff</b>	<b>1,791</b>	<b>1,761</b>	<b>(30)</b>

# Lowell: Fall 2020 Enrollment Tracking (as of 9/16/20)

## FY21 Enrollment vs. FY20

<b>Budget</b>
<b>-4.8%</b>

<b>YTD Actuals</b>
<b>0.1%</b>

### Enrollment milestones:

- ✓ Orientation
- ✓ Classes begin 9/1
- ✓ Add/drop 9/15

<i>By Career</i> Students (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
Undergraduate	10,239	10,555	10,792	10,146	10,526
% Change	5.1%	3.1%	2.2%	-6.0%	-2.5%
Graduate	1,794	1,804	1,761	1,622	1,741
% Change	-1.3%	0.6%	-2.4%	-7.9%	-1.2%
Continuing Ed	484	285	274	274	206
% Change	-14.6%	-41.1%	-3.9%	0.0%	-24.8%
Online Only	1,906	1,957	1,963	2,039	2,329
% Change	6.8%	2.7%	0.3%	3.9%	18.7%
<b>Total</b>	<b>14,423</b>	<b>14,601</b>	<b>14,790</b>	<b>14,081</b>	<b>14,801</b>
% Change	3.7%	1.2%	1.3%	-4.8%	0.1%

<i>By New &amp; Continuing</i> Undergraduate (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
New	2,884	3,029	3,223	3,000	2,855
% Change	7.9%	5.0%	6.4%	-6.9%	-11.4%
Continuing	7,356	7,526	7,569	7,146	7,670
% Change	4.1%	2.3%	0.6%	-5.6%	1.3%
<b>Undergraduate Total</b>	<b>10,240</b>	<b>10,555</b>	<b>10,792</b>	<b>10,146</b>	<b>10,525</b>
% Change	5.1%	3.1%	2.2%	-6.0%	-2.5%



# Lowell: Key Ratios

	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
Operating Margin (%)	0.8%	0.2%	2.2%	1.5%	1.3%	0.6%	0.0%	0.0%
Operating Margin (\$)	2,928	696	9,424	6,785	6,134	2,776	0	0
Operating Cash Flow Margin (%)	13.3%	12.8%	14.6%	14.3%	14.7%	13.7%	14.5%	14%
Operating Cash Flow Margin (\$)	50,613	51,839	62,350	64,009	69,416	66,816	63,758	60,502
Debt Service Burden (%)	7.6%	7.5%	7.3%	7.4%	7.7%	7.5%	7.5%	7.9%
Debt Service Coverage (x)	1.7	1.7	2.0	1.9	1.9	1.8	1.9	1.8
Financial Leverage (x)	0.26	0.28	0.26	0.25	0.24	0.25	TBD	TBD
Total Debt (\$ in thousands)	496,624	491,078	487,253	500,656	556,087	526,339	534,877	534,877
Spendable Cash & Investments to Op Expenses (x)	0.34	0.34	0.31	0.29	0.29	0.27	TBD	TBD
Enrollment	13,369	13,620	13,910	14,423	14,601	14,862	14,081	14,081
Enrollment (% Change)	2.6%	1.9%	2.1%	3.7%	1.2%	1.8%	-4.8%	-5.3%

# Medical School

# Medical: August Revenue & Expenses

Revenues	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020	FY2021	FY2021	FY2021	\$	%
	Gross Tuition & Fees	36,721	38,437	38,437	38,437	1,716
Tuition Discounts	(4,734)	(5,065)	(5,065)	(5,065)	(331)	6.9%
<i>Discount Rate</i>	12.9%	13.2%	13.2%	13.2%	0.3%	2.2%
Net Tuition & Fees	31,987	33,372	33,372	33,372	1,385	4.3%
Grants	247,163	283,916	284,064	284,064	36,901	13.8%
Sales & Service, Educational	13,240	12,828	12,828	12,828	(412)	-3.3%
Auxiliary Enterprises	33,826	32,551	32,551	32,551	(1,275)	-3.8%
Other Operating	188,247	188,117	188,117	188,117	(130)	-0.1%
State appropriations	56,086	51,382	51,382	51,382	(4,704)	-8.4%
Other NonOperating	23,559	21,369	21,369	21,369	(2,190)	-8.2%
Independent Business Lines	285,776	294,960	298,710	298,710	12,934	4.3%
<b>Total Revenues</b>	<b>879,884</b>	<b>918,495</b>	<b>922,393</b>	<b>922,393</b>	<b>42,509</b>	<b>4.7%</b>
% Growth	-2.6%		1.2%			
Expenses	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020	FY2021	FY2021	FY2021	\$	%
	Salaries & Fringe	413,757	475,212	454,402	454,402	40,645
Non-personnel	373,971	385,800	377,269	377,269	3,298	0.9%
Scholarships and fellowships	-	-	-	-	-	0.0%
Depreciation	63,889	62,601	62,601	62,601	(1,288)	-2.0%
Interest	20,120	21,109	21,109	21,109	989	5.1%
<b>Total Expenses</b>	<b>871,737</b>	<b>944,722</b>	<b>915,381</b>	<b>915,381</b>	<b>43,644</b>	<b>4.9%</b>
% Growth	0.5%		2.9%			
Operating Margin	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget		
	FY2020	FY2021	FY2021	FY2021		
	UMass OM Calc Revenues	876,534	916,535	920,433	920,433	
Total Expenses	871,737	944,722	915,381	915,381		
<b>Surplus / (Deficit)</b>	<b>4,797</b>	<b>(28,187)</b>	<b>5,052</b>	<b>5,052</b>		
<b>UMass OM Calc</b>	<b>0.5%</b>	<b>-3.1%</b>	<b>0.5%</b>	<b>0.5%</b>		

# Medical: Enrollment by Career

<b>Medical</b> Students (FTEs)	<b>Actual</b>				<b>Approved</b> <b>Budget</b>	<b>As of</b> <b>9/13/20</b> <b>YTD</b>
	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>
Graduate	1,070	1,074	1,153	1,195	1,204	1,195
<i>% Change</i>	<i>1.3%</i>	<i>0.4%</i>	<i>7.3%</i>	<i>3.7%</i>	<i>0.7%</i>	<i>0.0%</i>
<b>Total</b>	<b>1,070</b>	<b>1,074</b>	<b>1,153</b>	<b>1,195</b>	<b>1,204</b>	<b>1,195</b>
<i>% Change</i>	<i>1.3%</i>	<i>0.4%</i>	<i>7.3%</i>	<i>3.7%</i>	<i>0.7%</i>	<i>0.0%</i>

# Medical: Staffing

Employee FTEs	August		
	FY2020	FY2021	Variance
<b>Restricted</b>			
Faculty	246	244	(3)
Staff	873	834	(38)
<b>Total Restricted</b>	<b>1,119</b>	<b>1,078</b>	<b>(41)</b>
<b>Unrestricted General University Ops</b>			
Faculty	208	213	5
Staff	1,018	1,030	12
<b>Total General University Ops</b>	<b>1,226</b>	<b>1,243</b>	<b>17</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty	10	11	1
Staff	1,312	1,330	18
<b>Total Aux./Independent Business</b>	<b>1,321</b>	<b>1,341</b>	<b>20</b>
<b>Total Faculty &amp; Staff</b>	<b>3,666</b>	<b>3,662</b>	<b>(4)</b>

# Medical: Key Ratios

## MEDICAL SCHOOL

Key Ratio	Actual						Approved Budget	Adjusted Budget
						Budget	Budget	Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
Operating Margin (%)	-4.2%	-1.1%	3.2%	2.2%	3.5%	2.0%	0.5%	0.5%
Operating Margin (\$)	(32,614)	(10,599)	30,671	21,155	31,849	18,093	5,052	5,052
Operating Cash Flow Margin (%)	8.4%	8.7%	12.8%	11.5%	13.7%	11.6%	10.4%	10.4%
Operating Cash Flow Margin (\$)	65,287	85,444	124,814	110,201	123,144	105,727	96,021	96,021
Debt Service Burden (%)	6.2%	5.2%	6.0%	5.1%	5.5%	5.6%	4.7%	4.7%
Annual Debt Service Coverage (x)	1.3	1.7	2.2	2.3	2.6	2.1	2.3	2.3
Financial Leverage (x)	0.38	0.34	0.42	0.64	0.72	0.74	TBD	TBD
Total Debt (\$ in thousands)	706,615	684,484	661,505	636,468	607,744	608,483	643,156	643,156
Spendable Cash & Investments to Op Expenses (x)	0.33	0.23	0.30	0.43	0.50	0.50	TBD	TBD
Enrollment	1,071	1,056	1,070	1,074	1,153	1,203	1,204	1,204
Enrollment (% Change)	-3.0%	-1.4%	1.3%	0.4%	7.3%	4.4%	0.7%	0.7%

# President's Office

# President's Office: Revenue & Expenses

(\$ in Thousands)

Revenues	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020	FY2021	FY2021	FY2021	\$	%
	Gross Tuition & Fees	6,105	6,136	6,136	6,136	31
Tuition Discounts	-	-	-	-	-	0.0%
Discount Rate	0.0%	0.0%	0.0%	0.0%	-	0.0%
Net Tuition & Fees	6,105	6,136	6,136	6,136	31	0.5%
Grants	24,579	22,599	22,599	22,599	(1,980)	-8.1%
Sales & Service, Educational	578	-	-	-	(578)	-100.0%
Auxiliary Enterprises	-	-	-	-	-	0.0%
Other Operating	88,653	84,194	84,194	84,194	(4,459)	-5.0%
State appropriations	365	365	365	365	-	0.0%
Other NonOperating	10,641	8,272	8,272	8,272	(2,369)	-22.3%
<b>Total Revenues</b>	<b>130,921</b>	<b>121,566</b>	<b>121,566</b>	<b>121,566</b>	<b>(9,355)</b>	<b>-7.1%</b>
% Growth	5.2%		-8.3%	-8.3%		
Expenses	Q3 Projection	Baseline Budget			Variance	
	FY2020	FY2021			\$	%
	Salaries & Fringe	67,879	73,156	67,702	67,702	(177)
Non-personnel	54,212	51,885	47,528	47,528	(6,684)	-12.3%
Scholarships and fellowships	-	-	-	-	-	0.0%
Depreciation	2,609	3,580	3,580	3,580	971	37.2%
Interest	3,161	2,756	2,756	2,756	(405)	-12.8%
<b>Total Expenses</b>	<b>127,861</b>	<b>131,377</b>	<b>121,566</b>	<b>121,566</b>	<b>(6,295)</b>	<b>-4.9%</b>
% Growth	14.2%		-6.4%	-6.4%		
<b>Surplus / (Deficit)</b>	<b>3,060</b>	<b>(9,811)</b>	<b>0</b>	<b>0</b>		
<b>UMass OM Calc</b>	<b>2.3%</b>	<b>-8.1%</b>	<b>0.0%</b>	<b>0.0%</b>		



# President's Office: Solutions

*Dollars in Thousands*

<b>Solutions</b>	<b>President's</b>
<b>Workforce Related</b>	
Vacant Positions	(3,354)
Student / Temp	(150)
Forced Vacation Usage	(900)
Furloughs	
Non Unit	(354)
Reductions in Force (RIF)	(696)
<b>Total Workforce Related Solutions</b>	<b>(5,454)</b>
<b>Non Personnel</b>	
General non-personnel	(4,357)
<b>Total Non-Personnel Related Solutions</b>	<b>(4,357)</b>
<b>Total Solutions</b>	<b>(9,811)</b>

# President's Office: Staffing

Employee FTEs	August		
	FY20	FY21	Variance
<b>Restricted</b>			
Faculty			-
Staff	65		(65)
<b>Total Restricted</b>	<b>65</b>	<b>-</b>	<b>(65)</b>
<b>Unrestricted General University Ops</b>			
Faculty			-
Staff	323	296	(27)
<b>Total General University Ops</b>	<b>323</b>	<b>296</b>	<b>(27)</b>
<b>Unrestricted Aux./Independent Business</b>			
Faculty	-	-	-
Staff		1	1
<b>Total Aux./Independent Business</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Faculty &amp; Staff</b>	<b>388</b>	<b>297</b>	<b>(91)</b>

Note: Donahue Institute employees transferred to the Amherst campus in FY21

# President's Office: Key Ratios

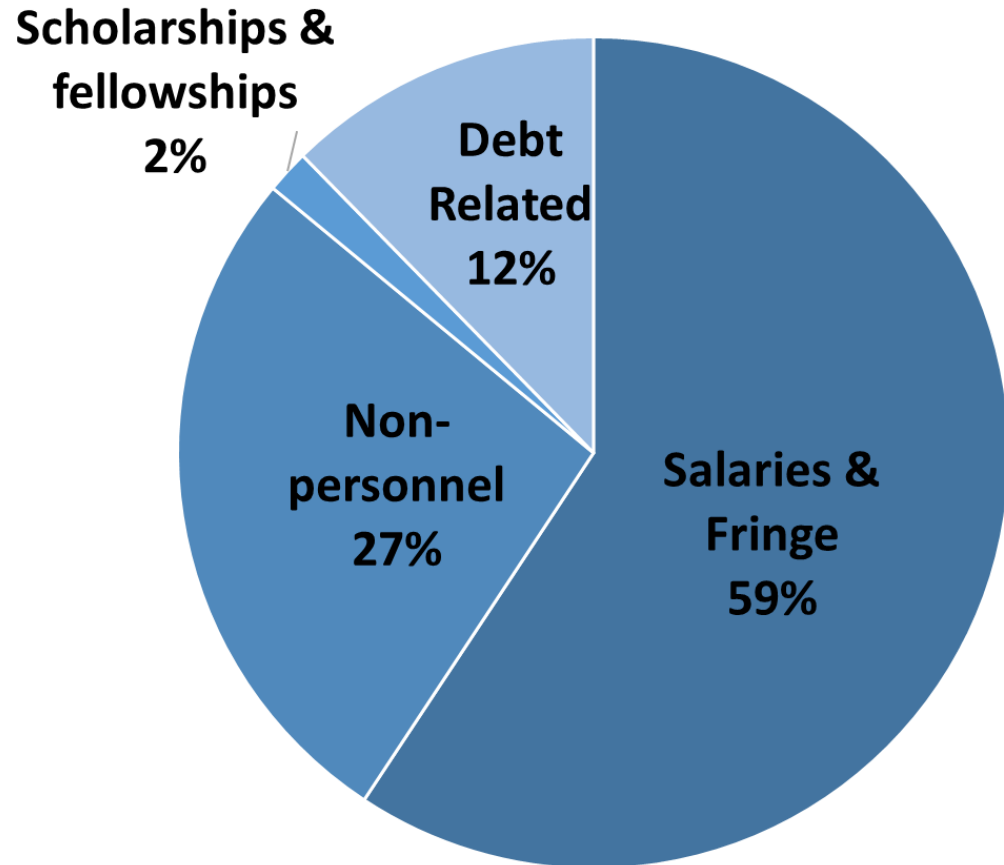
## President's Office

Key Ratio	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
	Operating Margin (%)	-1.5%	0.7%	6.4%	10.4%	8.9%	2.0%	0.0%
Operating Margin (\$)	(1,415)	702	7,470	12,443	10,878	2,682	0	0
Operating Cash Flow Margin (%)	13.6%	16.4%	18.2%	17.5%	12.0%	7.0%	5.2%	5.2%
Operating Cash Flow Margin (\$)	14,034	17,916	21,256	21,177	14,473	9,340	6,336	6,336
Debt Service Burden (%)	3.1%	3.7%	3.4%	2.8%	4.5%	3.9%	4.2%	4.2%
Debt Service Coverage (x)	4.7	4.6	5.7	7.0	2.8	1.9	1.2	1.2
Financial Leverage (x)	2.13	1.95	2.35	2.46	2.72	2.64	TBD	TBD
Total Debt (\$ in thousands)	83,485	77,374	80,445	84,734	86,615	80,799	88,427	88,427
Spendable Cash & Investments to Op Expenses (x)	1.83	1.44	1.74	1.95	2.10	1.64	TBD	TBD

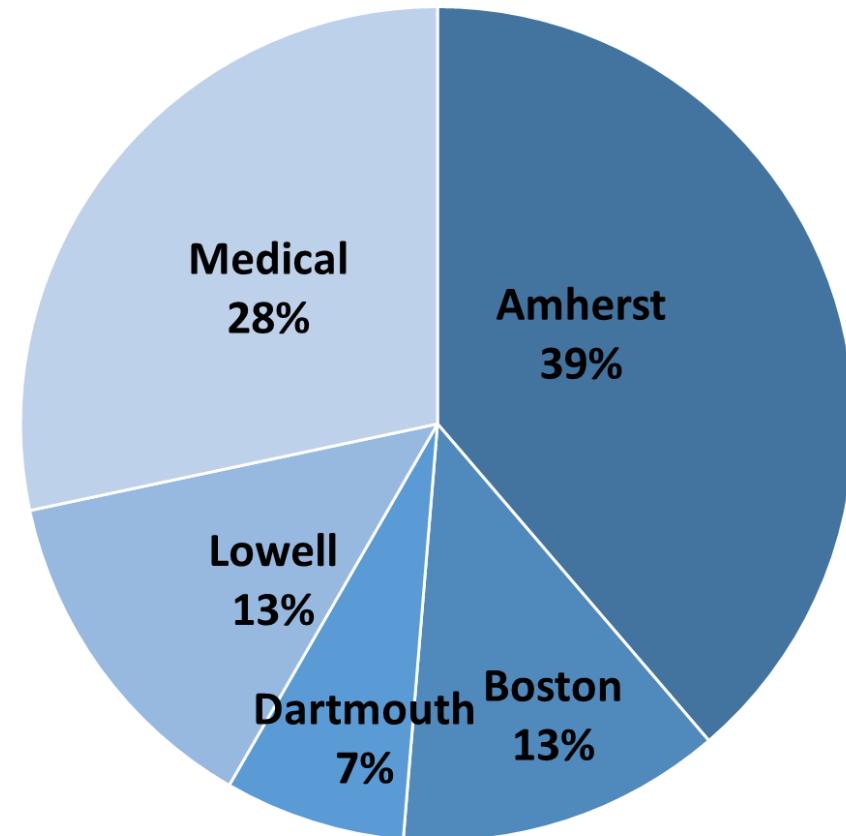
# University

# University Expenses = \$3.3 Billion; a decline of 6%

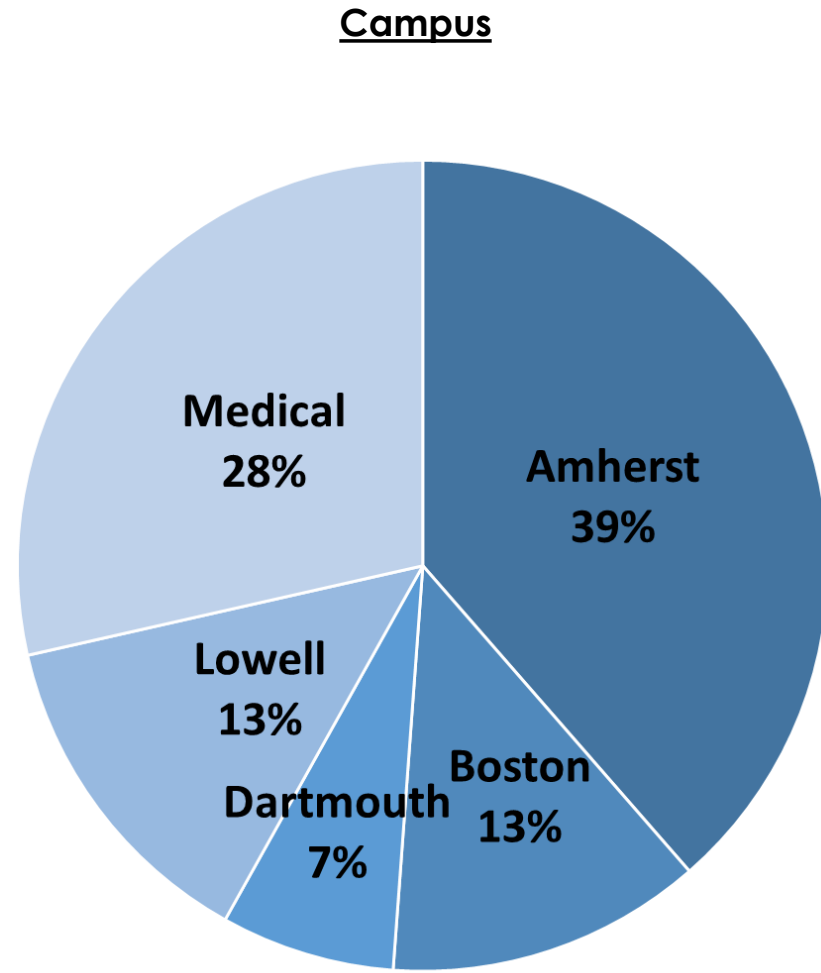
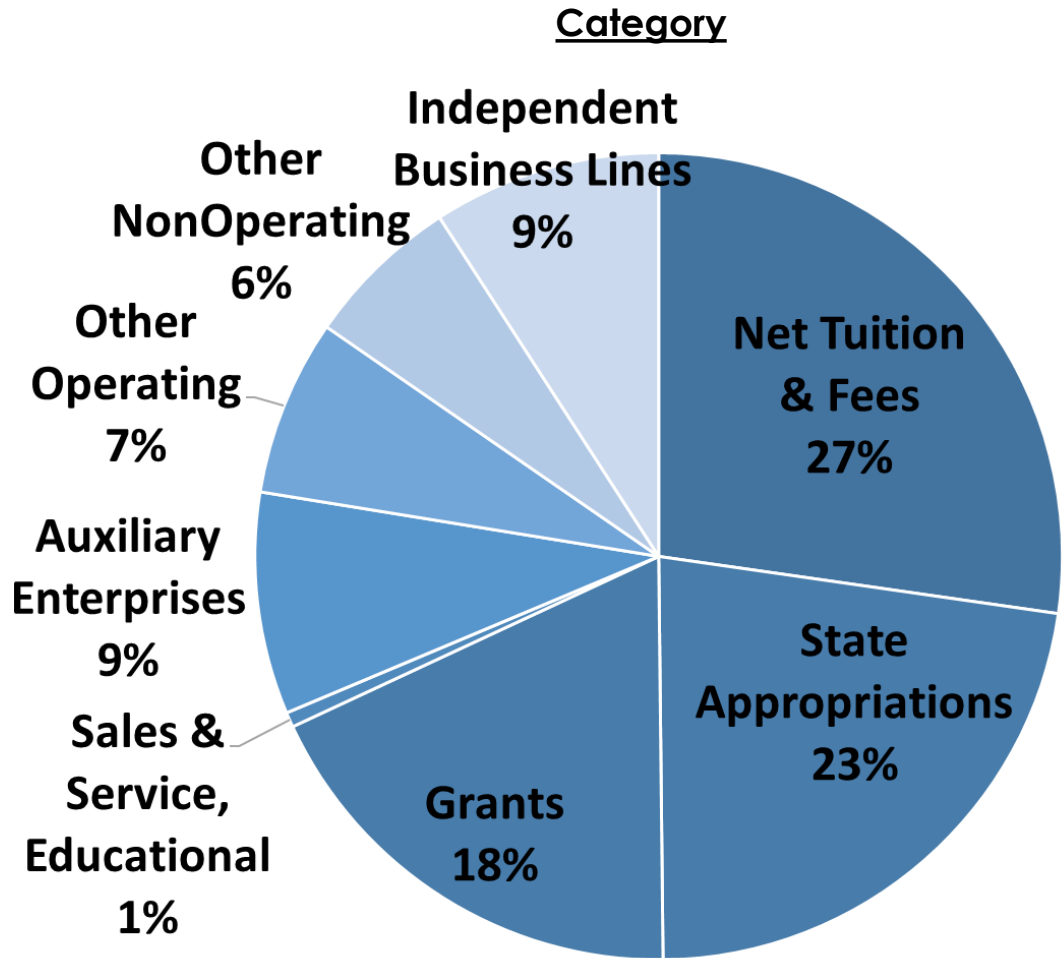
Category



Campus



# University Revenue = \$3.3 billion; a decline of 7%



# University: Revenue & Expenses

Revenues	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020 (P)	FY2021	FY2021	FY2021	\$	%
Gross Tuition & Fees	1,255,285	1,204,100	1,204,840	1,224,840	(38,475)	-3.0%
Tuition Discounts	(341,005)	(339,165)	(338,365)	(338,615)	4,133	-1.2%
Discount Rate	27.2%	28.2%	28.1%	27.6%	0.5%	1.9%
Net Tuition & Fees	914,280	864,935	866,475	891,994	(28,573)	-3.1%
Grants	563,152	598,476	598,624	596,624	17,170	3.0%
Sales & Service, Educational	27,231	19,555	19,555	19,555	(9,795)	-33.4%
Auxiliary Enterprises	378,655	366,386	366,386	291,009	(165,688)	-36.3%
Other Operating	234,109	231,214	231,214	231,214	(5,562)	-2.3%
State appropriations	803,168	738,016	738,016	738,016	(67,499)	-8.4%
Other NonOperating	212,020	195,006	204,198	204,198	5,102	2.6%
Independent Business	285,776	294,960	298,710	298,710	(2,421)	-0.8%
<b>Total Revenues</b>	<b>3,418,391</b>	<b>3,308,547</b>	<b>3,323,177</b>	<b>3,271,319</b>	<b>(257,266)</b>	<b>-7.3%</b>
% Growth	-1.3%		-5.8%			
Expenses	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020	FY2021	FY2021	FY2021	\$	%
Salaries & Fringe	1,995,906	2,101,250	1,938,722	1,939,933	(71,836)	-3.6%
Non-personnel	964,943	990,675	904,706	872,854	(141,113)	-13.9%
Scholarships and fellowships	53,697	55,250	55,250	55,250	2,255	4.3%
Depreciation	286,578	296,272	294,522	294,522	8,429	2.9%
Interest	108,495	123,746	119,746	108,829	(10,282)	-8.6%
<b>Total Expenses</b>	<b>3,409,620</b>	<b>3,567,194</b>	<b>3,312,947</b>	<b>3,271,389</b>	<b>(212,548)</b>	<b>-6.1%</b>
% Growth	1.6%		-4.9%			
Operating Margin	Q3 Projection	Baseline Budget	Approved Budget	Adjusted Budget	Variance	
	FY2020	FY2021	FY2021	FY2021	\$	%
UMass OM Calc Revenues	3,412,834	3,303,370	3,318,000	3,266,142		
Total Expenses	3,409,620	3,567,194	3,312,947	3,271,389		
<b>Surplus / (Deficit)</b>	<b>3,215</b>	<b>(263,824)</b>	<b>5,052</b>	<b>(5,248)</b>		
<b>UMass OM Calc</b>	<b>0.1%</b>	<b>-8.0%</b>	<b>0.2%</b>	<b>-0.2%</b>		

# University: Fall 2020 Enrollment Tracking (as of 9/16/20)

## FY21 Enrollment vs. FY20

<b>Budget</b>
<b>-4.9%</b>

<b>YTD Actuals</b>
<b>-0.5%</b>

### Enrollment milestones:

- ✓ Orientation
- ✓ Classes begin
- ✓ Add/drop 9/15

<i>By Career</i> Students (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
Undergraduate	48,298	49,356	50,014	47,292	49,316
% Change	1.2%	2.2%	1.3%	-5.4%	-1.4%
Graduate	9,076	9,036	9,000	8,651	8,917
% Change	1.3%	-0.4%	-0.4%	-3.9%	-0.9%
Continuing Ed	2,160	1,808	1,286	1,131	1,220
% Change	-8.9%	-16.3%	-28.9%	-12.0%	-5.1%
Online Only	4,812	4,949	5,460	5,410	5,890
% Change	0.9%	2.8%	10.3%	-0.9%	7.9%
Law School	184	199	246	268	326
% Change	16.7%	8.4%	23.7%	8.9%	32.4%
<b>Total</b>	<b>64,530</b>	<b>65,348</b>	<b>66,005</b>	<b>62,752</b>	<b>65,669</b>
% Change	0.9%	1.3%	1.0%	-4.9%	-0.5%

<i>By New &amp; Continuing</i> Undergraduate (FTEs)	Actual			Estimated Budget	YTD as of
	FY2018	FY2019	FY2020	FY2021	9/16/2020 FY2021
New	13,708	14,735	15,472	14,598	13,959
% Change	4.4%	7.5%	5.0%	-5.6%	-9.8%
Continuing	34,589	34,621	34,541	32,694	35,356
% Change	0.0%	0.1%	-0.2%	-5.3%	2.4%
<b>Undergraduate Total</b>	<b>48,297</b>	<b>49,356</b>	<b>50,013</b>	<b>47,292</b>	<b>49,315</b>
% Change	1.2%	2.2%	1.3%	-5.4%	-1.4%



# University: Key Ratios

Key Ratio	UNIVERSITY							
	Actual					Budget	Approved Budget	Adjusted Budget
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021
Operating Margin (%)	0.1%	1.3%	2.7%	2.3%	2.7%	1.1%	0.2%	-0.2%
Operating Margin (\$)	2,485	41,017	88,985	79,928	92,781	38,288	5,052	(5,248)
Operating Cash Flow Margin (%)	11.8%	12.0%	13.7%	13.2%	14.0%	14.8%	14.0%	13.6%
Operating Cash Flow Margin (\$)	336,418	385,596	447,796	443,101	475,586	526,078	461,296	441,850
Debt Service Burden (%)	6.6%	6.2%	6.6%	6.5%	6.6%	6.8%	6.8%	6.9%
Debt Service Coverage (x)	1.8	1.9	2.1	2.1	2.1	2.2	2.1	2.0
Financial Leverage (x)	0.42	0.39	0.41	0.47	0.50	0.39	0.50	0.50
Total Debt (\$ in thousands)	2,954,159	2,858,343	3,056,133	3,067,106	3,119,251	3,743,451	3,152,981	3,152,981
Spendable Cash & Investments to Op Expenses (x)	0.43	0.35	0.40	0.44	0.47	0.42	0.48	0.49
Enrollment	62,302	63,334	63,978	64,530	65,348	65,816	64,840	64,840
Enrollment (% Change)	1.6%	1.7%	1.0%	0.9%	1.3%	0.7%	-5.6%	0.0%