University System of New Hampshire

Financial Affairs Committee Meeting

June 26, 2025

Plymouth State University

Merrill Place Conference Center

14 Merrill Street, Plymouth, NH

University System of New Hampshire

2025 June 26 - Financial Affairs Committee Meeting

I. Zoom Information

Meeting URL: https://unh.zoom.us/j/96776646860 Or Telephone: Dial: +1 646 876 9923 (US Toll) Meeting ID: 967 7664 6860

II. Committee Members

Gregg Tewksbury, Chair, Kevin Knarr, Vice Chair, Kassandra Spanos Ardinger, James P. Burnett III, George Hansel Brian S. McCabe, Peter T. Paul

III. Approve Consent Agenda

MOVED, that the consent agenda for the Financial Affairs Committee's meeting of June 26, 2025 be approved as presented.

A. Approve Meeting Minutes of March 20, 2025

1. Meeting Minutes of March 20, 2025 - 4

IV. Action Items

1:45 pm - 2:45 A. FY26 Budget Review & Discussion pm

1. FY26 Budget Presentation - 7

V. Nonpublic Session

MOVED, pursuant to RSA 91-A:2.I(b), RSA 91-A:3.II(d) and (j), that the Committee enter nonpublic session for the purposes of discussing matters affecting collective bargaining strategy and/or considering confidential financial or commercial information, and the potential acquisition, sale or lease of real property which if discussed in public would likely benefit a party whose interests in the potential transaction are adverse to those of the general community.

3:00 pm - 5:15	VI. Adjourn FAC to Board Meeting - Session 1
pm	

5:15 pm - 5:30 VII. Reconvene FAC Meeting

pm

5:15 pm - 5:30 VIII. Vote on FY26 Recommended Budget

pm

A. Motion to Approve Systemwide FY26 Operating and Capital Budgets MOVED, on recommendation of the Presidents' Council (PC), that the following motion be presented for consideration to the Board of Trustees (BOT):

MOVED, on recommendation of the Financial Affairs Committee, that the BOT, approve the operating and capital budgets, for the University System applicable to the fiscal year beginning July 1, 2025, and ending June 30, 2026 (FY26) as presented in the attachments;

AND FURTHER, in the event revenues are lower than currently anticipated in the attachments, require PC to make budget adjustments to reduce expenses to the lower revenue levels to meet the systemwideOperating Margin; if unable to do so, PC will seek amended approval from BOT for the revised FY26 budgeted OM by August 2025.

AND FURTHER, in the event material expense savings targets are incorporated into the proposed budgets (across the board reductions, planned initiatives, etc.), require PC to provide and updates to the Executive Committee of the BOT to include detailed plans for achieving the savings.

AND FURTHER, require the use of available restricted and external funding prior to the use of any USNH funds with exceptions requiring the approval of the institutional CFO or CFO designee.

IX. Other Business

- A. Chair or Committee comments
- B. Next Meeting Date is October 23, 2025

X. Adjourn

XI. Supplemental FAC Materials

A. FY26 Budget Appendix

1. FY26 Budget Appendix - 28

University System of New Hampshire

DRAFT

FINANCIAL AFFAIRS COMMITTEE March 20, 2025

The Financial Affairs Committee met at the University Of New Hampshire in Durham on March 20, 2025.

Financial Affairs Committee members participating at the meeting location: Gregg Tewksbury, (Chairman), Mike Pilot, Kass Ardinger, Maureen Beauregard, Jamie Burnett, Kevin Knarr, George Hansel, Brian McCabe; Other trustees participating at the meeting location: Jacqueline Eastwood, Cathy Green, Shawn Jasper, Ethan Dupuis, MJ Condon, Mackenzie Murphy, Senator James Gray, Wayne Semprini, President Donald Birx, President Elizabeth Chilton, President Melinda Treadwell and Chancellor Catherine Provencher.

Staff presenting at meeting location: (UNH) Aaron Howell and Bill Janelle; (KSC) Nathalie Houder, MB Lufkin; (PSU) Tracy Claybaugh; (USNH), Chad Pimentel, Karen Benincasa, Tia Miller, and Lorna Jacobsen (scribe).

Additional Faculty, Staff, and students participated in person and by video conference.

Call to Order:

At 3:00 pm Trustee Tewksbury called the meeting to order and provided an overview of the agenda topics, noting that it is a very challenging time in higher education which will require collaboration and thinking outside the box. He encouraged thinking about the system as a whole in decision making in addition to thinking about individual institutions.

Approve Consent Agenda (Moved and duly seconded)

VOTED, that the consent agenda for the Financial Affairs Committee's meeting of March 20, 2025, be approved.

{The Committees voted unanimously in favor of this motions}

Items on the Consent Agenda:

A. Approve the minutes of October 24, 2024 meeting

B. ERM update on Financial Health - Information Only

End of Consent Agenda

FY25 Updated Projections

Vice Chancellor Benincasa reviewed high-level FY25 current systemwide projections vs the FY25 budget approved by the Board of Trustees, and FY24 actual results. She said that in total, projections are relatively consistent with FY25 Budget; however, medical costs are significantly higher than budget and UNH gift spending is less than budget. She said the recurring Operating Margin variance to budget is \$1.2 million, which is not significant for an institution of USNH's size; however, the variance needs to be addressed. She reviewed the projections by institution and recurring activity excluding grants. She reviewed actual Fall undergraduate enrollment, FY25 projected capital spending, and Cash Flow and Total projected cash and investments. She said Cash and Investments are projected to decrease from FY24 year end actuals of \$476M to \$445M primarily because of \$67 million of projected net cash spending offset by a transfer of \$30M from another quasi endowment approved by FAC in October 2024.

Vice Chancellor Benincasa discussed the risks and opportunities associated with the projections and FY26. Risks included: Enrollment declines faster than restructuring initiatives can be implemented; Operating margin improvements expected from Strategic Investments may not be realized; Medical costs continue to rise at a higher rate than revenues; Potential credit rating downgrade based on operating activity (loss) projected for FY25: Potential federal funding reductions which includes the risk of residual/unfunded expenses to be covered by USNH. Opportunities include: Potential higher Short-Term Investment Returns; Additional restructuring initiatives to be implemented once future vision/strategy is developed; and savings from future debt refunding.

Campus CFOs and Presidents provided details and insights on their projections. Trustee Pilot said trustees need to be able to rely on financial management. He complimented the CFOs saying that while the news was not all good, he has confidence in the level of operational control and their ability to understand and explain the variances.

Chairman Tewksbury reported that the Presidents' Council has made a commitment to mitigate as much of the unfavorable budget variances as possible and provide updates at future Executive Committee meetings on the status of their efforts.

Update on Strategic Investments

Vice Chancellor Benincasa shared background on the strategic investment funding approved by the Board of Trustees in October of 2022. She reviewed the status by campus and initiative said the total amount expected to be invested for initiatives outlined is consistent with the total amount approved in Oct 2022 of \$120 million over five years. She reviewed the returns on the investments to date and commented that there are two initiatives where the projected returns are still being evaluated.

USNH Vice Chancellor for Technology and CIO Bill Porier gave an update of the status of the ERP project. He said Finance and HR are operational with enhancements and functionality improvements ongoing. He said turnover of key personnel on the project has been an issue causing some delays. He said the Student Information System work has started.

Approval of USNH NHI Farnum Hall Lease Agreement (Moved and Duly seconded)

VOTED, on recommendation of the USNH Chancellor, that the Financial Affairs Committee approve a new lease for approximately 6,641 square feet at New Hampshire Technical Institute Concord's Community College, for an initial term of 10 years commencing around July 2025 with the option to extend one additional 10-year term to allow the USNH System Office to co-locate with CCSNH and generate additional value for New Hampshire's public higher education systems.

(The Committee unanimously approved this motion)

Vice Chancellor Benincasa said the USNH System Office will relocate to CCSNH Concord campus effective July 2025. She said this is a significant reduction in space for USNH and an opportunity to collaborate with CCSNH. The initial term of the lease is for 10 years with an option to renew for another 10 years. Trustee Ardinger suggested that a tour be offered to Legislators once USNH moves.

Research Presentation

President Chilton gave a presentation on Research Funding at UNH joined by members of the UNH team. She described the role Research has in UNH's mission and its importance to student recruitment and to the State of NH. She described the volume of Research awards and expenditures, the funding sources and UNH's investment in Research. She explained the direct and indirect costs of Research and the F&A recovery rate and the barriers to full F&A recovery.

President Chilton said UNH must focus on its strengths and the size of the Research portfolio needs to be and will be a part of the strategic plan UNH is currently developing,

Other Business

Chairman Tewksbury thanked the trustees and management for their engagement and said the Board will be relying on leadership to get USNH through the tough road ahead.

Next Meeting Date is June 26, 2025

The Committee adjourned at 5:30 PM.



FY26 Budget Presentation

Financial Affairs Committee June 26, 2025

Motion to Approve Systemwide FY26 Operating and Capital Budgets



- MOVED, on recommendation of the Presidents' Council (PC), that the following motion be presented for consideration to the Board of Trustees (BOT):
- MOVED, on recommendation of the Financial Affairs Committee, that the BOT, approve the operating and capital budgets, for the University System applicable to the fiscal year beginning July 1, 2025, and ending June 30, 2026 (FY26) as presented in the attachments;
- AND FURTHER, in the event revenues are lower than currently anticipated in the attachments, require PC to
 make budget adjustments to reduce expenses to the lower revenue levels to meet the <u>systemwide</u> Operating
 Margin; if unable to do so, PC will seek amended approval from BOT for the revised FY26 budgeted OM by
 August 2025.
- AND FURTHER, in the event material expense savings targets are incorporated into the proposed budgets (across the board reductions, planned initiatives, etc.), require PC to provide and updates to the Executive Committee of the BOT to include detailed plans for achieving the savings.
- AND FURTHER, require the use of available restricted and external funding prior to the use of any USNH funds with exceptions requiring the approval of the institutional CFO or CFO designee.

FY26 Recurring Operating Margin Recommended

Recommended <u>Recurring</u> Operating Margin Budget FY26:

- Initial budget as consolidated (see attachments)
- Additional initiatives to be implemented PSU/KSC*
- Final recommendation <u>@ Governor's level of funding</u>
- Anticipated (as of 6/20/25) State funding reduction
- Anticipated Revised operating margin FY26

\$4M <u>\$5M</u> **\$9M** or 1% of Operating Revenues (\$4M) **\$5M** or 6% of Operating Revenues

<u>\$5M</u> or .6% of Operating Revenues

*Additional \$5M for PSU/KSC assumes break-even (combined) <u>as reported</u> and above break-even (approx .5% OM) on an 'adjusted' basis (see attached)

Significant and challenging initiatives included in the initial budget as consolidated plus additional improvements to be implemented by PSU/KSC are estimated to be \$28M (risk):

- \$23M (initial budget as submitted) plus
- \$5M incremental improvements PSU/KSC

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FY26 Operating Budget **Overview** USNH Operating Margin/(Loss)



	FY2 (March Pro		FY26 Budget						
	FY25 Projection \$M	% Oper Revenue	BOT Target 1%	Recommended by Presidents' Council \$M	% Oper Revenue	Variance to Target	Fav/(Unfav) Vs FY25		
TOTAL FUNDS:									
Recurring Operating Revenues	\$943			\$903			(\$40)		
Recurring Operating Expenses	<u>(\$948)</u>			<u>(\$899)</u>			<u>\$49</u>		
Total <u>Recurring</u> Operating Margin	(\$5)	(.6%)	\$9	\$4	.4%	(\$5)	\$9		
Total 'Strategic One-time/Non-recurring'	<u>(\$22)</u>			<u>(\$26)</u>					
Total Operating Margin/(Loss)	<u>(\$27)</u>	(2.8%)		<u>(\$23)</u>	(2.5%)				
TOTAL FUNDS EXCLUDING GRANTS:									
Operating Revenues	\$768			\$755			(\$13)		
Operating Expenses*	<u>(\$777)</u>			<u>(\$753)</u>			<u>\$24</u>		
Total <u>Recurring</u> Operating Margin	(\$9)	(1.2%)	\$9	\$2	.24%	(\$7)	\$11		

Br	SNH <u>Recurring</u> Operating Margin/(Loss) – Total Funds ridge From FY25 (March Projection) to FY26 Budget in millions)	Keene State college	Plymouth State University of New Hampshire	of shire
		Fav/(Unfav) OM	Annual OM/(Loss)	
	Operating Loss (FY25 March 2025 Projection)		(\$5)	
	FY25 Projection March 2025 – Revenue			
	Net Tuition and Fees Decrease	(\$3)		
	Auxiliary Revenues Increase	\$3		
	Grants & Contract Revenue Decrease	(\$33)		
	State Appropriations Decrease	(\$4)		
	All Other Increase	<u>(3)</u>		
	Total Revenue Changes		(\$40)	
	FY25 Projection March 2025 – Expense			
	Employee Compensation Decrease	\$26		
	Supplies & Services Decrease	\$29		
	Depreciation Increase	(\$6)		
	All Other Decrease	<u>\$0</u>		
	Total Expense Changes		<u>\$49</u>	
	FY26 Recommended FY26 Budget – Recurring Operating Margin		<u>\$4</u>	

Br	SNH <u>Recurring</u> Operating Margin/(Loss) – Excl Grants ridge From FY25 (March Projection) to FY26 Budget in millions)	Keene State college	University of New Hampshire University System of New Hampshire
		Fav/(Unfav) OM	Annual OM/(Loss)
	Operating Loss FY25 (FY25 March 2025 Projection)		(\$9)
	FY25 Projection March 2025 – Revenue		
	Net Tuition and Fees Decrease	(\$4)	
	Auxiliary Revenues Increase	\$3	
	Grant Facilities & Admin Recoveries Decrease	(\$6)	
	State Appropriations Decrease	(\$4)	
	All Other Decrease	<u>(\$2)</u>	
	Total Revenue Changes		(\$13)
	FY25 Projection March 2025 – Expense		
	Employee Compensation Decrease	\$15	
	Supplies & Services Decrease	\$14	
	Depreciation Increase	(\$6)	
	All Other Decrease	<u>\$1</u>	
	Total Expense Changes		<u>\$24</u>
	FY26 Recommended FY26 Budget – Recurring Operating Margin		<u>\$2</u>

USNH Total Funds – Recurring OM Analysis Recommended OM of \$3.6M or .4%



	FY26 Budget As Recommended	Restore State Funding to FY25 Level \$95M	Restore Lost Federal Revenues (Recent)	Revert State Appropriation Allocation to FY25 Method	Revert Shared Services to FY25 Method	Eliminate KSC Subsidy re: State App Change	to 'Normalize'	Adjusted FY26 Budget*	FY25 Projection (March 2025)	FY26 Incr/ (Decr) Vs FY25	FY26 Fav/ (Unfav) to BOT Target	Significant Budget Initiatives and Adjustments with Risk
UNH:	Recommended	490M	(necent)	1125 Hethou	Methou	App Change	Duuget	Duuget	2023)	1125	Target	пізк
Recurring OM	6.4	2.6	8.0	-0.5	-0.4	0.8	10.5	16.9	-5.2	22.1	9.8	-19.3
OM %	0.9%							2.4%				
PSU:												
Recurring OM	-2.0	0.6	0.0	-0.9	0.1	0.1	-0.1	-2.1	-1.5	-0.6	-3.0	-2.1
OM %	-2.1%				-	-	-	-2.2%				
KSC:												
Recurring OM	-3.6	0.6	0.2	1.4	0.3	-0.9	1.6	-2.0	-1.3	-0.7	-2.9	-0.6
ОМ %	-4.0%							-2.2%				
Shared Services:												
Recurring OM	2.8	0.0	0.0	0.0	0.0	0.0	0.0	2.8	2.6	0.2		-1.5
OM %	17.6%							17.6%	14.2%			
Total USNH:												
Recurring OM	3.6	3.8	8.2	0.0	0.0	0.0	12.0	15.6	-5.4	21.0	6.5	-23.5
OM %	0.4%							1.7%	-0.6%			
*Adjusted for non-control	lable items									•		

FY26 Operating Budget **Overview** Capital Expenditures & Cash Flow



	FY25 (March Proje	ection)		FY26 Bu	ıdget	
	FY25 Projection \$M	% Depreciation Excl Carryforward	BOT Target	Recommended by Presidents' Council \$M	% Depreciation Excl Carryforward	Fav/(Unfav) Vs FY25
Capital Expenditures – Total (All Funds)	\$117			\$105		+\$12
Capital Expenditures – USNH-Funded Recurring	\$63 Plan \$14M Carryforward	90%	1x Depreciation	\$49 Plan \$2 Carryforward	65%	
Capital Expenditures – USNH-Funded Strategic	\$12			\$8		+\$4
Capital Expenditures – Non-USNH Funds/Debt	\$28			\$46		(\$18)
Total Annual Cash Flow – Total	(\$67)			(\$33)		+\$34
Total Annual Cash Flow – Recurring Activity	(\$32)		\$0	\$9		+\$41
Total Annual Cash Flow – Strategic/One-Time	(\$35)			(\$42)		(\$7)
June 30 Ending Cash & ST Investment Balance	\$141			\$108		(\$33)
Days Cash On Hand (Target 60 Days)	54			46		

FY26 Budgeted Cash Flow and Projected Cash and Short-Term Investments June 30, 2026

 Keene
 Plymouth State
 University of New Hampshire

 University System
 Of New Hampshire

	FY24 Actual		FY25 Budget		FY25 Projection		FY26 Budget	
Recurring OM - All Funds	\$	26	\$	(4)	\$	(5)	\$	4
Interest	\$	13	\$	15	\$	15	\$	14
Depreciation	\$	67	\$	73	\$	70	\$	76
EBITDA	\$	106	\$	83	\$	79	\$	93
Capital - Recurring	\$	(93)	\$	(68)	\$	(78)	\$	(51)
Debt Service:								
Debt - Principal	\$	(13)	\$	(15)	\$	(15)	\$	(14)
Debt - Interest	\$	(13)	\$	(15)	\$	(15)	\$	(14)
Total Debt Service	\$	(26)	\$	(30)	\$	(30)	\$	(28)
Other (changes in working capital, etc)	\$	(1)	\$	(3)	\$	(3)	\$	(5)
Annual Recurring Operating Activity & Debt Service	\$	(14)	\$	(18)	\$	(32)	\$	9
Subtotal Strategic Investments/One-Time/Other	\$	(5)	\$	(40)	\$	(35)	\$	(42)
Total Annual Cash Inflow/(Outflow)	\$	(19)	\$	(58)	\$	(67)	\$	(33)
Summary of Ending Cash, Short Term Investments and Long T	erm	Investm	nents	s (Quasi	Endo	wment)	
Ending Cash & ST Investments	\$	208	\$	132	\$	141	\$	108
Long-Term Investments	\$	268	\$	256	\$	274	\$	318
Long-Term Investment Transfer from Debt Quasi (Oct 2024)	\$	-	\$	-	\$	30	\$	-
Total	\$	476	\$	388	\$	445	\$	426

Annual Spending + FY25 Carryforward + Strategic Investments = \$105M

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\$M	A	nnual F	Plan Plus	Carryove		Strategic				
	USNH Funding	Spend as a % of Deprec*	FY25 Carryover to FY26	Total USNH Funding	Non UFR/ External Funding	Total Recurring Capital Budget	USNH Funding	Non UFR/ External/ Bond Funding	Total Strategic Capital Budget	Total Capital Budget
UNH	\$38.7	70%	\$0.0	\$38.7	\$37.5	\$76.2	\$0.0	\$2.1	\$2.1	\$78.3
KSC	\$3.2	37%	\$1.1	\$4.3	\$3.7	\$8.0	\$0.0	\$0.0	\$0.0	\$8.0
PSU	\$6.7	70%	\$.4	\$7.1	\$3.0	\$10.1	\$5.2	\$0.0	\$5.2	\$15.3
Systemwide	\$.6	34%	\$0.0	\$.6	\$0.0	\$.6	\$2.5	\$0.0	\$2.5	\$3.1
Total	\$49.2	65%	\$1.5	\$50.7	\$44.2	\$94.9	\$7.7	\$2.1	\$9.8	\$104.7
									\square	



Risks:

- Fall enrollment may be lower than budgeted State budget will be lower than Governor's Recommended budget of \$91.2M
- Targeted operating margin improvements may not be realized institutional initiatives & systemwide shared services initiatives
- Additional one-time costs will be required to generate a 1% recurring OM for FY26 (incremental to costs already included in this budget recommendation)
- Delayed FY26 capital spending assumed, to mitigate cash burn, may result in additional costs in the future
- Funding uncertainty and potential reduction at federal-level
- Potential credit-rating downgrade based on operating activity (loss) and reduced state/federal funding ٠

Opportunities:

- Implement elements of USNH future vision/strategy faster than planned (facilities right-sizing, shared services, etc).
- Leverage new Finance and HR ERP technology to increase automation and efficiencies •
- Medical cost reductions based on RFP currently in process (effective 1/1/26)

Note: 7 of the 13 USNH bargaining unit contracts expire June 30, 2025, and are currently in negotiations



Appendix

Undergraduate Enrollment* – New vs Continuing

Total FY26 Budget Residency Mix Assumed 52% Resident / 48% Non-Resident

		Fa	all Actual			Budget
USNH	FY21	FY22	FY23	FY24	FY25	FY26
New	4,446	4,478	4,521	4,320	4,127	3,957
New Student Growth/(Loss)		0.7%	1.0%	-4.5%	-4.5%	-4.1%
Continuing (incl Transfers/Readmits)	13,826	13,295	12,798	12,881	12,929 🏾	12,556
Continuing Growth/(Loss)		-3.8%	-3.7%	0.7%	0.4%	-2.9%
Total	18,272 📕	17,773	17,319 📕	17,201 「	17,056	16,513
Total Growth/(Loss)		-2.7%	-2.6%	- 0.7%	-0.8%	-3.2%

Total UG Enrollment Change by Institution Assumed: UNH (4.5%), PSU +0.3%, KSC (1.7%)

Residential Campuses Only- UNH Durham, KSC, PSU

*As of June 1, 2025, deposits for First Year Students were 3,964; (7) FY26 budget estimate.

University of New Hampshire

NH

Plymouth State

University System of New Hampshire

Keene State college

Summary of Full-Time Employees (FTEs)

Keene Plymouth State STATE COLLEGE

University of New Hampshire N

University System of New Hampshire

	FY25 Budget Estimate as of 7/1	FY26 Budget Estimate as of 6/30/26	FTE Exclud	ling Grants		FY25 Budget Estimate as of 7/1	FY26 Budget Estimate as of 6/30/26	FTE Exclud	ling Grants
Recurring FTEs - Total	FTE Excl- Grants	FTE Excl- Grants		FY26 vs FY25 Fav/(Unfav) %	Recurring FTEs - Staff	FTE Excl- Grants	FTE Excl- Grants	FY26 vs FY25 Fav/(Unfav)	FY26 vs FY25 Fav/(Unfav) %
	2,409	2,316	93	3.8%	UNH	1,608	1,505	103	6.4%
UNH	2,409	2,310		5.0/0	PSU	264	246	17	6.6%
PSU	438	409	28	6.5%	кѕс	223	226	(3)	-1.3%
KSC	345	352	(8)	-2.2%	SWSS HR @ UNH	21	24	(3)	-15.4%
SWSS HR @ UNH	21	24	(3)	-15.4%	SWSS SYS Office	96	94	2	2.1%
SWSS SYS Office	96	94	2	2.1%	SWSS ET&S	229	214	15	6.4%
SWSS ET&S	229	214	15	6.4%	UNH Centrally Managed IT @ SYS	12	74	(62)	-516.7%
UNH Centrally Managed IT @ SYS	12	74	(62)	-516.7%	Total	2,452	2,383	68	2.8%
Total	3,549	3,484	65	1.8%					

SWSS = System-wide shared services

- UNH and UNH Centrally Managed IT @ SYS: Shifted 61 • FTEs from UNH to SYS.
- As a result of the Workday implementation, FTEs in • FY26 are not fully comparable to FY25.
- The estimated impact of reduced FTEs associated with • vacancy rates/placeholder salary and wage savings have not been included.
- There may be a variance of 1 due to rounding. ٠

Recurring FTEs - Faculty	FTE Excl- Grants	FTE Excl- Grants	FY26 vs FY25 Fav/(Unfav)	FY26 vs FY25 Fav/(Unfav) %
UNH	801	811	(10)	-1.2%
PSU	174	163	11	6.3%
KSC	122	126	(5)	-3.8%
Total	1,097	1,100	(4)	-0.3%

FY26 Budgeted – Board-Approved in 2022 Strategic Investments



\$ M	Non-Capital	Capital	Total
PSU Residence Hall Upgrades	\$.8	\$.8	\$1.6
PSU White Mountain Apartment Complex		\$.8	\$.8
PSU PE Center Upgrade		\$.5	\$.5
PSU Highland Hall Wellness Center		\$1.4	\$1.4
PSU Samuel Read Hall Nursing Renovations		\$1.8	\$1.8
PSU Other Strategic	\$.1		\$.1
Total PSU	\$.9	\$5.3	\$6.2
KSC Student Success Initiatives	\$.3		\$.3
KSC Athletic Program Enhancement & Growth	\$.8		\$.8
Total KSC	\$1.1	\$0.0	\$1.1
ERP	\$8.9	\$2.3	\$11.2
Total BOT-Approved Strategic Investments	\$10.9	\$7.6	\$18.5

FY26 Budget – Additional Non-Recurring/ Strategic Investments



\$M	Non-Capital	Capital	Total
UNH NOAA++ (Board Approved)	\$.4	\$2.1	\$2.5
UNH ECO Line Replacement	\$.9		\$.9
UNH Gift Spend	\$10.0		\$10.0
Total UNH	\$11.3	\$2.1	\$13.4
Institutional Separation Costs	\$4.3		\$4.3
SYS NHTI Design and Construction		\$.2	\$.2
Total Other Non-Recurring	\$15.6	\$2.3	\$17.9
<i>Total Other Non-Recurring + Board Approved</i> <i>Investments</i>	\$26.5	\$9.9	\$36.4



USNH - Systemwide Appendix

Systemwide Operating Statement – Total

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud
Operating Revenue	454,000,000	150,400,000	150 004 057	0 404 455	4.00/
Resident Tuition	154,228,609	153,439,902	159,904,357	6,464,455	4.2%
Nonresident Tuition	324,580,913	333,886,358	314,491,932	(19,394,427)	-5.8%
Continuing Education Tuition	9,742,781	10,196,233	9,146,393	(1,049,840)	-10.3%
Student Fee Revenue	66,277,110	68,015,446	67,025,642	(989,804)	-1.5%
Gross Tuition & Fees	554,829,413	565,537,939	550,568,323	(14,969,616)	-2.6%
Financial Aid	(232,901,561)	(240,384,734)	(239,937,052)	447,682	-0.2%
Financial Aid % of Total Gross Tuition & Fees	42.0%	42.5%	43.6%	1.1%	2.5%
Net Tuition & Fees	321,927,852	325,153,205	310,631,271	(14,521,934)	-4.5%
Grants and Contracts Revenue	224,691,981	226,883,906	193,330,223	(33,553,683)	-14.8%
Other Operating Income	38,834,847	34,001,640	35,891,082	1,889,441	5.6%
Sales of Auxiliary Services	173,735,067	174,599,843	177,345,604	2,745,762	1.6%
Total Other Operating Revenue	437,261,895	435,485,389	406,566,909	(28,918,480)	-6.6%
Total Operating Revenue	759,189,747	760,638,594	717,198,180	(43,440,414)	-5.7%
Operating Expenses					
Salaries and Wages	423,586,007	434,009,861	415,246,948	18,762,912	4.3%
Employee Benefits	144,650,470	142,228,976	147,381,273	(5,152,298)	-3.6%
Total Employee Compensation	568,236,476	576,238,836	562,628,221	-	2.4%
Supplies and Services	285,205,359	309,169,209	275,480,382	33,688,827	10.9%
Central Services Allocations	2,998	(1,231,185)	2,303	(1,233,488)	100.2%
Depreciation of Plant and Equipment	74,549,459	75,733,714	75,807,541	(1,203,400) (73,827)	-0.1%
Total Other Operating Expenses	359,757,816	383,671,738	351,290,225	32,381,513	8.4%
Total Operating Expenses	927,994,292	959,910,574	913,918,447	45,992,128	4.8%
Net Operating Income / (Loss)	(168,804,545)	(199,271,980)	(196,720,267)	(2,551,713)	1.3%
Nonoperating Revenue/Expense					
State General Appropriations	98,117,764	94,955,000	91,200,000	(3,755,000)	-4.0%
Federal Pell Grants	22,046,226	24,000,000	28,345,000	4,345,000	18.1%
Gifts Revenue	15,870,194	15,288,547	16,006,572	718,025	4.7%
Operating Investment Income	16,122,932	8,012,500	4,572,054	(3,440,446)	-42.9%
Endowment Income Used in Operations	41,989,537	44,918,945	45,796,966	878,021	2.0%
Interest Expense, Net	(13,781,093)	(14,019,782)	(12,082,087)	1,937,695	-13.8%
Other Charges Impacting Operating Margin, Net	181,465	137,233	4,057	(133,176)	-97.0%
Total Nonoperting Revenue/(Expense)	180,547,025	173,292,443	173,842,562	550,119	0.3%
Other Changes in Net Position					
State Capital Appropriations	14,858,482	5,500,000	9,700,000	4,200,000	76.4%
Plant Gifts, Grants and Other Changes	6.523.882	20,567,000	23.343.065	2,776,065	13.5%
Endowment Gift	10,122,002	16,500,000	17,450,000	2,776,065	5.8%
Endowment Return Net of Amount Used	65,324,625	27,105,120	18,513,758	(8,591,363)	-31.7%
Total Other Changes in Net Postion	96,828,990	69,672,120	69,006,823	(665,298)	-1.0%
Operating Revenue	953,517,865	947,950,819	903,122,829	(44,827,990)	-4.7%
Operating Expense	941,775,385	973,930,356	926,000,534	47,929,823	4.9%
Net Operating Revenue/(Expense)	11,742,480	(25,979,537)	(22,877,705)	3,101,833	-11.9%
Operating Margin %	1.23%	-2.74%	-2.53%	0.21%	-7.6%

Systemwide Operating Statement – Recurring Total

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
			FY26 Operating		
	Actuals	FY25 Original Budget	Budget (Working)	FY26 Bud vs FY25	FY26 Bud vs FY2
			Iteration 2	Orig Bud	Orig Bud
Operating Revenue					
Resident Tuition	154,228,609	153,439,902	159,904,357	6,464,455	4.2%
Nonresident Tuition	324,580,913	333,886,358	314,491,932	(19,394,427)	-5.8%
Continuing Education Tuition	9,742,781	10,196,233	9,146,393	(1,049,840)	-10.3%
Student Fee Revenue	66,277,110	68,015,446	67,025,642	(989,804)	-1.5%
Gross Tuition & Fees	554,829,413	565,537,939	550,568,323	(14,969,616)	-2.6%
Financial Aid	(232,901,561)	(240,384,734)	(239,937,052)	447,682	-0.2%
Financial Aid % of Total Gross Tuition & Fees	42.0%	42.5%	43.6%	1.1%	2.5%
Net Tuition & Fees	321,927,852	325,153,205	310,631,271	(14,521,934)	-4.5%
Grants and Contracts Revenue	222,424,253	226,677,656	193,330,223	(33,347,433)	-14.7%
Other Operating Income	38,843,811	34,001,640	35,891,082	1,889,441	5.6%
Sales of Auxiliary Services	173,735,067	174,599,843	177,345,604	2,745,762	1.6%
Total Other Operating Revenue	435,003,131	435,279,139	406,566,909	(28,712,230)	-6.6%
Total Operating Revenue	756,930,983	760,432,344	717,198,180	(43,234,164)	-5.7%
Operating Expenses					
Salaries and Wages	420,102,794	429,684,327	409,448,968	20,235,360	4.7%
Employee Benefits	139,106,032	140,768,306	145,220,842	(4,452,536)	-3.2%
Total Employee Compensation	559,208,826	570,452,633	554,669,810	15,782,824	2.8%
Supplies and Services	277,326,269	292,238,729	256,955,795	35,282,934	12.1%
Central Services Allocations	(77,349)	(1,233,885)	2,303	(1,236,188)	100.2%
Depreciation of Plant and Equipment	74,549,459	75,642,049	75,807,541	(165,492)	-0.2%
Total Other Operating Expenses	351,798,378	366,646,893	332,765,638	33,881,255	9.2%
Total Operating Expenses	911,007,204	937,099,526	887,435,448	49,664,078	5.3%
Net Operating Income / (Loss)	(154,076,221)	(176,667,182)	(170,237,268)	(6,429,914)	3.6%
Nonoperating Revenue/Expense					
State General Appropriations	98,000,000	94,955,000	91,200,000	(3,755,000)	-4.0%
Federal Pell Grants	22,046,226	24,000,000	28,345,000	4,345,000	18.1%
Gifts Revenue	15,870,194	15,288,547	16,006,572	718,025	4.7%
Operating Investment Income	16,122,932	8,012,500	4,572,054	(3,440,446)	-42.9%
Endowment Income Used in Operations	41,989,537	44,918,945	45,796,966	878,021	2.0%
Interest Expense, Net	(13,764,338)	(14,019,782)	(12,082,087)	1,937,695	-13.8%
Other Charges Impacting Operating Margin, Net	181,465	137,233	4,057	(133,176)	-97.0%
Total Nonoperting Revenue/(Expense)	180,446,017	173,292,443	173,842,562	550,119	0.3%
Operating Revenue	951,141,337	947,744,569	903,122,829	(44,621,740)	-4.7%
Operating Expense	924,771,542	951,119,308	899,517,535		5.4%
Net Operating Revenue/(Expense)	26,369,796	(3,374,739)	3,605,294	6,980,034	-206.8%
Operating Margin %	20,000,700	-0.36%	0.40%		-212.1%

Systemwide Operating Statement – Recurring Non-Grant

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
			FY26 Operating		
	Actuals	FY25 Original Budget	Budget (Working)	FY26 Bud vs FY25	
			Iteration 2	Orig Bud	Orig Bud
Operating Revenue					
Resident Tuition	154,228,609	153,439,902	159,904,357	6,464,455	4.2%
Nonresident Tuition	324,580,913	333,886,358	314,491,932	(19,394,427)	-5.8%
Continuing Education Tuition	9,742,781	10,196,233	9,146,393	(1,049,840)	-10.3%
Student Fee Revenue	66,277,110	68,015,446	67,025,642	(989,804)	-1.5%
Gross Tuition & Fees	554,829,413	565,537,939	550,568,323	(14,969,616)	-2.6%
Financial Aid	(197,928,340)	(202,799,018)	(195,408,158)	7,390,860	-3.6%
Financial Aid % of Total Gross Tuition & Fees	35.7%	35.9%	35.5%	-0.4%	-1.0%
Net Tuition & Fees	356,901,074	362,738,921	355,160,165	(7,578,756)	-2.1%
Grants and Contracts Revenue	34,362,707	35,780,930	31,330,000	(4,450,930)	-12.4%
Other Operating Income	36,123,836	30,723,390	33,591,082	2,867,691	9.3%
Sales of Auxiliary Services	173,735,067	174,599,843	177,345,604	2,745,762	1.6%
Total Other Operating Revenue	244,221,610	241,104,163	242,266,686	1,162,523	0.5%
Total Operating Revenue	601,122,684	603,843,084	597,426,851	(6,416,233)	-1.1%
Operating Expenses					
Salaries and Wages	346,837,677	353,746,793	341,203,378	12,543,415	3.5%
Employee Benefits	123,376,607	121,984,254	127,717,211	(5,732,957)	-4.7%
Total Employee Compensation	470,214,284	475,731,047	468,920,589	6,810,458	1.4%
Supplies and Services	197,034,719	212,256,638	196,464,548	15,792,090	7.4%
Central Services Allocations	(1,728,975)	(3,304,210)	2,303	(3,306,513)	100.1%
Depreciation of Plant and Equipment	74,549,459	75,642,049	75,807,541	(165,492)	-0.2%
Total Other Operating Expenses	269,855,203	284,594,477	272,274,392	12,320,085	4.3%
Total Operating Expenses	740,069,488	760,325,525	741,194,981	19,130,544	2.5%
Net Operating Income / (Loss)	(138,946,804)	(156,482,440)	(143,768,130)	(12,714,311)	8.1%
Nonoperating Revenue/Expense					
State General Appropriations	98,000,000	94,955,000	91,200,000	(3,755,000)	-4.0%
Federal Pell Grants	-	-	-	-	0.0%
Gifts Revenue	15,870,194	15,288,547	16,006,572	718,025	4.7%
Operating Investment Income	16,122,932	8,012,500	4,572,054	(3,440,446)	-42.9%
Endowment Income Used in Operations	41,989,537	44,918,945	45,796,966	878,021	2.0%
Interest Expense, Net	(13,764,338)	(14,019,782)	(11,965,063)	2,054,719	-14.7%
Other Charges Impacting Operating Margin, Net	181,465	137,233	4,057	(133,176)	-97.0%
Total Nonoperting Revenue/(Expense)	158,399,791	149,292,443	145,614,586	(3,677,857)	-2.5%
Operating Revenue	773,286,812	767,155,309	755,006,500	(12,148,809)	-1.6%
Operating Expense	753,833,825	774,345,306	753,160,043	21,185,263	2.7%
Net Operating Revenue/(Expense)	19,452,987	(7,189,997)	1,846,456	9,036,454	-125.7%
Operating Margin %	2.52%	-0.94%	0.24%	1.18%	-126.1%

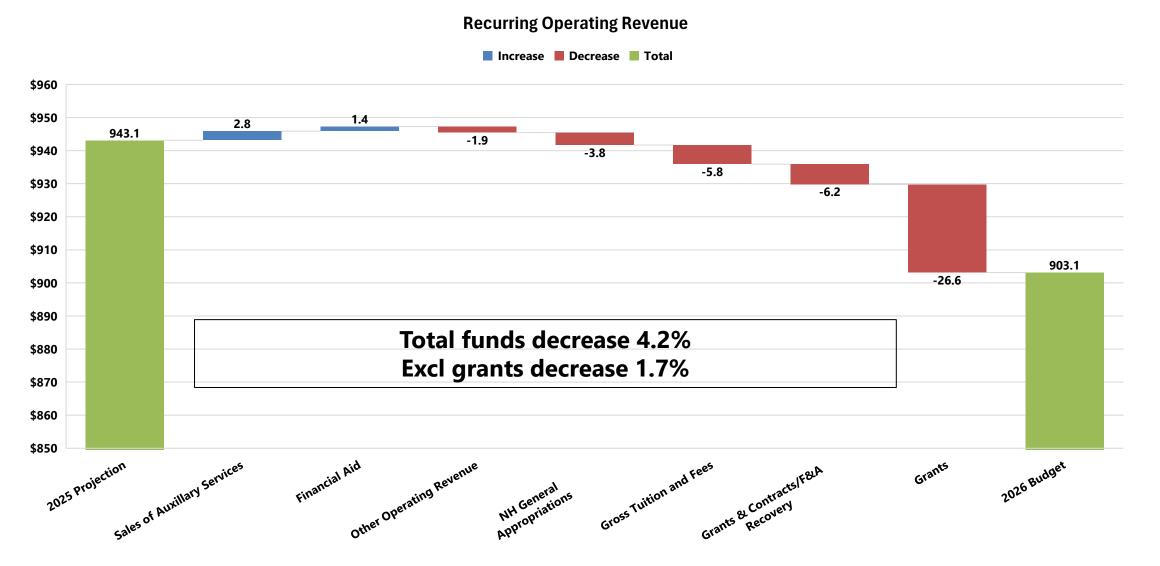
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Systemwide Operating Statement – Non-Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vr FY25 Amend Bud
Grants and Contracts Revenue	2,267,728	206,250	-	(206,250)	-100.0%
Other Operating Income	(8,964)	-	-	-	0.0%
Sales of Auxiliary Services	-	-	-	-	0.0%
Total Other Operating Revenue	2,258,764	206,250	-	(206,250)	-100.0%
Total Operating Revenue	2,258,764	206,250	-	(206,250)	-100.0%
Operating Expenses					
Salaries and Wages	3,483,213	4,325,533	5,797,981	(1,472,447)	-34.0%
Employee Benefits	5,544,438	1,460,669	2,160,431	(699,761)	-47.9%
Total Employee Compensation	9,027,651	5,786,203	7,958,412	(2,172,209)	-37.5%
Supplies and Services	7,879,090	16,930,480	18,524,587	(1,594,107)	-9.4%
Central Services Allocations	80,348	2,700	-	2,700	100.0%
Depreciation of Plant and Equipment	-	91,665	-	91,665	100.0%
Total Other Operating Expenses	7,959,437	17,024,845	18,524,587	(1,499,742)	-8.8%
Total Operating Expenses	16,987,088	22,811,048	26,482,999	(3,671,951)	-16.1%
Net Operating Income / (Loss)	(14,728,324)	(22,604,798)	(26,482,999)	3,878,201	-17.2%
Nonoperating Revenue/Expense					
State General Appropriations	117,764	-	-	-	0.0%
Federal Pell Grants	-	-	-	-	0.0%
Gifts Revenue	-	-	-	-	0.0%
Operating Investment Income	-	-	-	-	0.0%
Endowment Income Used in Operations	-	-	-	-	0.0%
Interest Expense, Net	(16,755)	-	-	-	0.0%
Other Charges Impacting Operating Margin, Net	-	-	-	-	0.0%
Total Nonoperting Revenue/(Expense)	101,009	-	-	-	0.0%
Operating Revenue	2,376,527	206,250	-	(206,250)	-100.0%
Operating Expense	17,003,843	22,811,048	26,482,999	(3,671,951)	-16.1%
Net Operating Revenue/(Expense)	(14,627,315)	(22,604,798)	(26,482,999)	(3,878,201)	17.2%
Operating Margin %	-615.49%	-10959.90%	0.00%	10959.90%	-100.0%

Budget Summary – Recurring Operating Revenues University of New Hampshire <u>Keene</u> N Plymouth State **Change Vs FY25 Projections** STATE COLLEGI University System of New Hampshire

Total University System of New Hampshire (Total Funds)

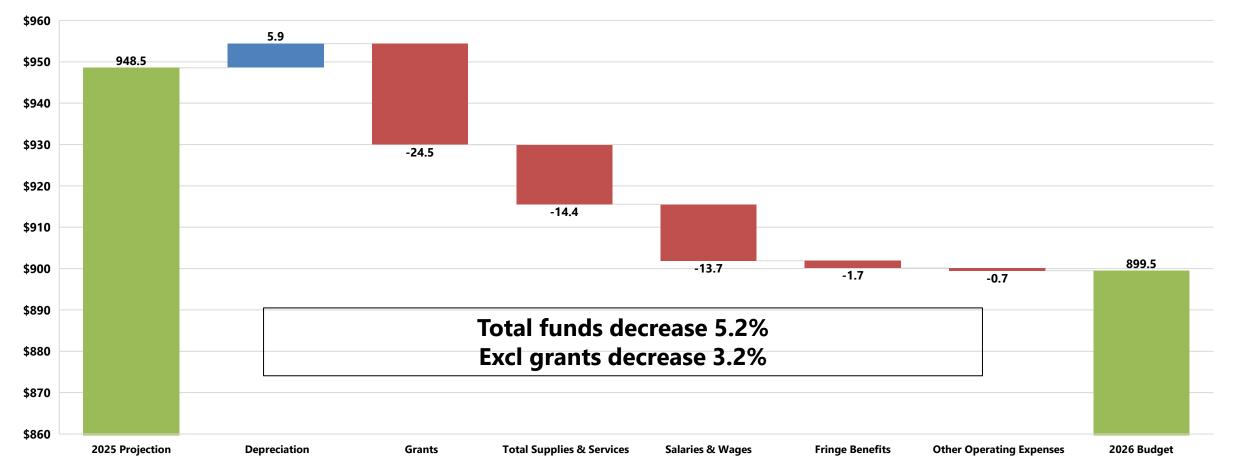


Budget Summary – Recurring Operating Expense Change Vs FY25 Projections Total University System of New Hampshire (Total Funds)



Recurring Operating Expenses







USNH Shared Services

System-Wide Shared Services Operating Statement – Major Categories Recurring Activities

	FY24 Actuals	FY25 Budget	FY26 Budget	FY26 vs FY25 Favor/(Unfav) \$	FY26 vs FY25 Favor/(Unfav) %
Grants and Contracts Revenue	0.0	0.0	0.0	0.0	
Other Operating Income	9.0	5.6	9.9	4.3	76.5%
Sales of Auxiliary Services	0.0	0.0	0.0	0.0	
Total Operating Revenue Excluding One-Time Impacts	9.0	5.6	9.9	4.3	76.6%
Employee Compensation	26.0	48.2	58.0	(9.8)	-20.2%
Supplies and Services	3.6	20.2	13.0	7.2	35.7%
Central Services Allocations	(15.7)	(61.4)	(60.8)	(0.6)	1.0%
Depreciation of Plant and Equipment	1.0	3.9	1.8	2.0	52.6%
Total Operating Expense Excluding One-Time Impacts	14.8	10.9	12.0	(1.1)	-10.4%
Net Operating Income / (Loss)	(5.8)	(5.3)	(2.1)	3.1	59.8%
Total Nonoperting Revenue/(Expense)	14.5	7.4	4.9	(2.5)	-33.6%
Operating Revenue	24.8	14.4	16.0	1.7	11.6%
Operating Expense	16.1	12.2	13.2	(1.0)	-8.3%
Recurring Operating Margin	8.7	2.2	2.8	0.7	29.9%
Recurring Operating Margin %	35.2%	15.1%	17.6%	2.5%	16.5%
Non-Recurring Operating Margin	(0.9)	(13.2)	(8.8)	4.3	-33.0%
Total Operating Margin	7.9	(11.0)	(6.0)	5.0	-45.4%
Total Operating Margin %	31.7%	-76.7%	-37.6%	39.1%	-51.0%

Systemwide Shared Services- FY26 Budget

(in millions \$)		FY26 Budget			FY25 Budget				
	UNH	KSC	PSU	Total	UNH	KSC	PSU	Total	FY26 vs FY25 Fav/(Unfav)
UNH HR Shared Services	2.1	0.3	0.3	2.6	2.1	0.3	0.3	2.6	0.0
SYS HR Shared Services	2.2	0.3	0.3	2.7	2.1	0.3	0.3	2.7	(0.0)
HR Shared Services Total	4.2	0.6	0.6	5.4	4.2	0.6	0.6	5.3	(0.0)
ET&S Shared Services	28.1	3.7	3.7	35.5	29.1	3.5	3.7	36.4	0.9
ERP Sustainment ¹	2.0	0.3	0.3	2.5	0.5	0.1	0.1	0.6	(1.8)
System Office Shared Services ²	10.6	1.4	1.4	13.4	10.1	1.4	1.4	12.9	(0.5)
Total Shared Services	44.9	5.9	5.9	56.7	43.9	5.5	5.7	55.2	(1.5)
Percent Share of Total Recurring Operating E	xpenses								
HR Shared Services	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.0%
ET&S Shared Services	4.0%	3.9%	3.8%	3.9%	3.9%	3.7%	3.8%	3.8%	-0.1%
System Office Shared Services, excl OEC	1.5%	1.5%	1.4%	1.5%	1.4%	1.5%	1.4%	1.4%	-0.1%
% All Funds- Recurring Expenses	6.5%	6.2%	6.1%	6.3%	5.9%	5.9%	5.8%	5.8%	-0.5%

¹ The increase is related to Workday Finance/HCM (Platform) licenses of \$1.2M and depreciation of \$.6M (20 yr life). The \$1.2M license expense is offset by expense reductions of \$1.1M: current Banner ERP (\$.2M), Kronos (\$.2M), PeopleAdmin (\$.2M), estimated FTE reductions (\$.5M). ² Due to a shift of \$.8M from the campuses to the System Office.



University of New Hampshire

UNH Operating Statement All Funds - Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud
Operating Revenue			Iteration 2		
Resident Tuition	114,671,966	114,241,800	119,055,820	4,814,020	4.2%
Nonresident Tuition	256,773,236	266,057,041	250,000,591	(16,056,450)	-6.0%
Continuing Education Tuition	5,813,622	5,992,237	5,784,605	(207,632)	-3.5%
Student Fee Revenue	48,094,520	49,197,976	48,543,741	(654,235)	-1.3%
Gross Tuition & Fees	425,353,344	435,489,055	423,384,758	(12,104,297)	-2.8%
Financial Aid	(175,378,668)	(179,994,185)	(176,139,583)	3,854,602	-2.1%
Financial Aid % of Total Gross Tuition & Fees	41.2%	41.3%	41.6%	0.3%	0.7%
Net Tuition & Fees	249,974,676	255,494,869	247,245,175	(8,249,694)	-3.2%
Grants and Contracts Revenue	206,569,775	213,110,004	181,183,699	(31,926,305)	-15.0%
Other Operating Income	24,395,843	23,279,733	20,123,589	(3,156,145)	-13.6%
Sales of Auxiliary Services	119,541,957	120,005,118	122,370,014	2,364,896	2.0%
Total Other Operating Revenue	350,507,574	356,394,855	323,677,301	(32,717,554)	-9.2%
Total Operating Revenue	600,482,250	611,889,725	570,922,476	(40,967,249)	-6.7%
Operating Expenses					
Salaries and Wages	333,711,137	324,345,853	303,001,369	21,344,484	6.6%
Employee Benefits	103,590,542	100,676,221	98,643,927	2,032,294	2.0%
Total Employee Compensation	437,301,679	425,022,074	401,645,297	23,376,777	5.5%
Supplies and Services	213,882,157	213,126,251	185,028,386	28,097,865	13.2%
Central Services Allocations	1,415,994	45,208,414	47,767,479	(2,559,065)	-5.7%
Depreciation of Plant and Equipment	55,821,135	54,163,465	55,691,540	(1,528,075)	-2.8%
Total Other Operating Expenses	271,119,285	312,498,130	288,487,406	24,010,724	7.7%
Total Operating Expenses	708,420,964	737,520,204	690,132,703	47,387,501	6.4%
Net Operating Income / (Loss)	(107,938,714)	(125,630,479)	(119,210,227)	(6,420,253)	5.1%
Nonoperating Revenue/Expense					
State General Appropriations	65.930.740	65.930.740	63,787,964	(2,142,776)	-3.3%
Federal Pell Grants	13,065,253	13,000,000	17,570,000	4,570,000	35.2%
Gifts Revenue	13,541,568	12,528,597	13,100,000	571,403	4.6%
Operating Investment Income	12,373,870	12,509,255	11,307,903	(1,201,352)	-9.6%
Endowment Income Used in Operations	22,964,197	24,717,594	25,667,721	950,127	3.8%
Interest Expense, Net	(6,684,085)	(7,238,938)	(5,832,492)	1,406,446	-19.4%
Other Charges Impacting Operating Margin, Net	24,061	13,176	-	(13,176)	-100.0%
Total Nonoperting Revenue/(Expense)	121,215,603	121,460,424	125,601,096	4,140,672	3.4%
Operating Revenue	728,381,939	740,589,086	702,356,064	(38,233,022)	-5.2%
Operating Expense	715,105,049	744,759,142	695,965,195		6.6%
Net Operating Revenue/(Expense)	13,276,889	(4,170,056)	6,390,869	10,560,925	-253.3%
Operating Margin %	1.82%	-0.56%	0.91%	1.47%	-261.6%

UNH Operating Statement All Funds - Non-Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%	
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud	
Operating Revenue						
Grants and Contracts Revenue	1,797,315	-	-	-	0.0%	
Other Operating Income	(8,964)	-	-	-	0.0%	
Sales of Auxiliary Services	-	-	-	-	0.0%	
Total Other Operating Revenue	1,788,351	-	-	-	0.0%	
Total Operating Revenue	1,788,351	-	-	-	0.0%	
Operating Expenses						
Salaries and Wages	3,013,614	728,615	-	728,615	100.0%	
Employee Benefits	2,010,675	284,160	-	284,160	100.0%	
Total Employee Compensation	5,024,290	1,012,774	-	1,012,774	100.0 %	
Supplies and Services	2,790,170	3,208,430	11,250,000	(8,041,570)	-250.6%	
Central Services Allocations	67,085	1,500	-	1,500	100.0%	
Depreciation of Plant and Equipment	-	-	-	-	0.0%	
Total Other Operating Expenses	2,857,255	3,209,930	11,250,000	(8,040,070)	-250.5%	
Total Operating Expenses	7,881,545	4,222,704	11,250,000	(7,027,296)	-166.4%	
Net Operating Income / (Loss)	(6,093,194)	(4,222,704)	(11,250,000)	7,027,296	-166.4%	
Nonoperating Revenue/Expense						
State General Appropriations	117,764	-	-	-	0.0%	
Federal Pell Grants	-	-	-	-	0.0%	
Gifts Revenue	-	-	-	-	0.0%	
Operating Investment Income	-	-	-	-	0.0%	
Endowment Income Used in Operations	-	-	-	-	0.0%	
Interest Expense, Net	(16,755)	-	-	-	0.0%	
Other Charges Impacting Operating Margin, Net	-	-	-	-	0.0%	
Total Nonoperting Revenue/(Expense)	101,009	-	-	-	0.0%	
Operating Revenue	1,906,115	-	-	-	0.0%	
Operating Expense	7,898,300	4,222,704	11,250,000	(7,027,296)	-166.4%	
Net Operating Revenue/(Expense)	(5,992,185)	(4,222,704)	(11,250,000)	(7,027,296)	166.4%	
Operating Margin %	-314.37%	0.00%	0.00%	0.00%	0.0%	

UNH Operating Statement Excluding Grants - Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%	
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working)	FY26 Bud vs FY25		
Operating Revenue			Iteration 2	Orig Bud	Orig Bud	
Resident Tuition	114,671,966	114,241,800	119,055,820	4,814,020	4.2%	
Nonresident Tuition	256,773,236	266,057,041	250,000,591	(16,056,450)	-6.0%	
Continuing Education Tuition	5,813,622	5,992,237	5,784,605	(10,030,430)	-3.5%	
Student Fee Revenue	48,094,520	49,197,976	48,543,741	(654,235)	-1.3%	
Gross Tuition & Fees	48,094,320	435,489,055	423,384,758	(12,104,297)	-1.3%	
Financial Aid	(153,029,123)	(156,764,185)	(146,850,583)	9,913,602	-6.3%	
Financial Aid % of Total Gross Tuition & Fees	36.0%	(130,704,183) 36.0%	34.7%	-1.3%	-3.6%	
Net Tuition & Fees	272,324,222	278,724,869	276,534,175	(2,190,694)	-0.8%	
Grants and Contracts Revenue	32,894,336	34,377,500	30,000,000	(4,377,500)	-12.7%	
Other Operating Income	21,675,867	20,001,483	17,823,589	(2,177,895)	-10.9%	
Sales of Auxiliary Services	119,541,957	120,005,118	122,370,014	2,364,896	2.0%	
Total Other Operating Revenue	174,112,160	174,384,101	170,193,602	(4,190,499)	- 2.4 %	
					-	
Total Operating Revenue	446,436,382	453,108,971	446,727,777	(6,381,194)	-1.4%	
Operating Expenses						
Salaries and Wages	265,024,768	253,355,934	238,717,954	14,637,980	5.8%	
Employee Benefits	88,925,511	83,210,757	82,144,143	1,066,613	1.3%	
Total Employee Compensation	353,950,279	336,566,691	320,862,097	15,704,593	4.7%	
Supplies and Services	135,600,307	135,413,659	125,950,411	9,463,248	7.0%	
Central Services Allocations	(158,738)	43,198,714	47,767,479	(4,568,765)	-10.6%	
Depreciation of Plant and Equipment	55,821,135	54,163,465	55,691,540	(1,528,075)	-2.8%	
Total Other Operating Expenses	191,262,703	232,775,838	229,409,430	3,366,408	1.4%	
Total Operating Expenses	545,212,982	569,342,528	550,271,528	19,071,001	3.3%	
Net Operating Income / (Loss)	(98,776,600)	(116,233,558)	(103,543,751)	(12,689,807)	10.9%	
Nonoperating Revenue/Expense	05 000 740	05 000 740	00 707 00 4	(0.4.40.770)	0.0%	
State General Appropriations	65,930,740	65,930,740	63,787,964	(2,142,776)	-3.3%	
Federal Pell Grants	-	-	-	-	0.0%	
Gifts Revenue	13,541,568	12,528,597	13,100,000	571,403	4.6%	
Operating Investment Income	12,373,870	12,509,255	11,307,903	(1,201,352)	-9.6%	
Endowment Income Used in Operations	22,964,197	24,717,594	25,667,721	950,127	3.8%	
Interest Expense, Net	(6,684,085)	(7,238,938)	(5,715,468)	1,523,470	-21.0%	
Other Charges Impacting Operating Margin, Net	24,061	13,176	-	(13,176)	-100.0%	
Total Nonoperting Revenue/(Expense)	108,150,351	108,460,424	108,148,120	(312,304)	-0.3%	
Operating Revenue	561,270,818	568,808,332	560,591,365	(8,216,967)	-1.4%	
Operating Expense	551,897,067	576,581,466	555,986,996		3.6%	
Net Operating Revenue/(Expense)	9,373,751	(7,773,134)	4,604,369	12,377,503	-159.2%	
Operating Margin %	1.67%	-1.37%	0.82%	2.19%	-160.1%	

UNH Operating Statement All Funds Major Categories: Recurring/Non-Recurring Activities

	FY24 Actual	FY25 Budget	FY25 BOT Proj	FY26 Budget	FY26 Budget vs FY25 BOT Proj
Operating Revenues					
Gross Tuition and Fees	425.4	435.5	429.6	423.4	(6.2)
Financial Aid	(175.4)	(180.0)	(181.7)	(176.1)	5.5
Financial Aid %	41.2%	41.3%	42.3%	41.6%	-0.7%
Net Tuition / Fees	250.0	255.5	248.0	247.2	(0.7)
Sales of Auxiliary Services	119.5	120.0	119.2	122.4	3.2
Total Primary Student Revenue	369.5	375.5	367.1	369.6	2.5
State General Appropriations	65.9	65.9	65.9	63.8	(2.1)
Grants & Contracts/F&A/Pell	219.6	226.1	229.8	198.8	(31.1)
Operating Investment Income	12.4	12.5	12.5	11.3	(1.2)
Other Operating Revenue	60.9	60.5	58.5	58.9	0.4
Total Operating Revenues	728.4	740.6	733.9	702.4	(31.5)
Operating Expenses					
Total Employee Compensation	437.3	425.0	431.4	401.6	(29.8)
Other Operating Expense	277.8	319.7	307.7	294.3	(13.4)
Total Operating Expenses	715.1	744.8	739.1	696.0	(43.1)
Net Operating Revenues (Expenses)	13.3	(4.2)	(5.2)	6.4	11.6
Operating Margin	1.8%	-0.6%	-0.7%	0.9%	
Nonrecurring OM	(6.0)	(4.2)	(4.2)	(11.3)	(7.0)
Total Recurring and Nonrecurring Operating Margin	7.3	(8.4)	(9.5)	(4.9)	4.6

UNH Operating Statement Excluding Grants Major Categories: Recurring Activities

	FY24 Actual	FY25 Budget	FY25 BOT Proj	FY26 Budget	FY26 Budget vs FY25 BOT Proj
Operating Revenues					
Gross Tuition and Fees	425.4	435.5	429.6	423.4	(6.2)
Financial Aid	(153.0)	(156.8)	(151.4)	(146.9)	4.6
Financial Aid %	41.2%	41.3%	42.3%	41.6%	-0.7%
Net Tuition / Fees	272.3	278.7	278.2	276.5	(1.7)
Sales of Auxiliary Services	119.5	120.0	119.2	122.4	3.2
Total Primary Student Revenue	391.9	398.7	397.4	398.9	1.6
State General Appropriations	65.9	65.9	65.9	63.8	(2.1)
Grants & Contracts/F&A/Pell	32.9	34.4	36.0	30.0	(6.0)
Operating Investment Income	12.4	12.5	12.5	11.3	(1.2)
Other Operating Revenue	58.2	57.3	55.7	56.6	0.9
Total Operating Revenues	561.3	568.8	567.5	560.6	(6.9)
Operating Expenses	-	-	-	-	-
Total Employee Compensation	354.0	336.6	341.0	320.9	(20.1)
Other Operating Expense	197.9	240.0	235.4	235.1	(0.3)
Total Operating Expenses	551.9	576.6	576.4	556.0	(20.4)
Net Operating Revenues (Expenses)	9.4	(7.8)	(8.9)	4.6	13.5
Operating Margin	1.7%	-1.4%	-1.6%	0.8%	

UNH Recurring Operating Margin/(Loss) – **Total Funds** Bridge From FY25 (March Projection) to FY26 Budget (\$ in millions)

 Keene
 University of New Hampshire

 University System
 Of New Hampshire

	Incr/ (Decr)	Annual OM/(Loss)
FY25 Projected Operating Loss		(\$5.2)
FY25 Projected changes March 2025 – Revenue		
Net Tuition / Fees Decrease	(\$0.7)	
State Appropriations Decrease	(\$2.1)	
Grant & Contracts Decrease (Including Pell, etc.)	(\$25.1)	
F&A Recovery Decrease	(\$6.0)	
Auxiliary Revenue Increase	\$3.2	
Operating Investment Income & Other Revenue Changes	(\$0.8)	
Total Revenue Changes		(\$31.5)
FY25 Projected changes March 2025 – Expense		
Employee Compensation Decrease	\$29.8	
Supplies & Services Decrease	\$13.7	
Shared Services Increase	(\$1.2)	
Depreciation/Amortization & Interest Expense	\$0.8	
Total Expense Changes		\$43.1
FY26 Recommended Budget – Recurring Operating Margin		\$6.4

UNH Recurring Operating Margin/(Loss) – **Excl Grants** Bridge From FY25 (March Projection) to FY26 Budget (\$ in millions)

 Keene
 University of New Hampshire

 University System
 Of New Hampshire

	Incr/ (Decr)	Annual OM/(Loss)
FY25 Projected Operating Loss		(\$8.9)
FY25 Projected changes March 2025 – Revenue		
Net Tuition / Fees Decrease	(\$1.7)	
State Appropriations Decrease	(\$2.1)	
F&A Recovery Decrease	(\$6.0)	
Auxiliary Revenue Increase	\$3.2	
Operating Investment Income & Other Revenue Changes	(\$0.3)	
Total Revenue Changes		(\$6.9)
FY25 Projected changes March 2025 – Expense		
Employee Compensation Decrease	\$20.1	
Supplies & Services Decrease	\$0.6	
Shared Services Increase	(\$1.2)	
Depreciation/Amortization & Interest Expense	\$0.9	
Total Expense Changes		\$20.4
FY26 Recommended Budget – Recurring Operating Margin		\$4.6

UNH FY26 Capital Budget; Annual & Carryforward



\$M	Total USNH Funding	External Funding	Total Capital Budget
PCAC - Life Safety System Renovation	\$4.4	\$0.0	\$4.4
NOAA ++ Business Research Expansion	\$0.0	\$2.1	\$2.1
Field House- Women's Locker Room Renovations	\$2.0	\$0.0	\$2.0
Whittemore Center Expansion and Renovation	\$0.0	\$11.7	\$11.7
NOAA Ocean Mapping Center of Excellence	\$0.0	\$9.8	\$9.8
Jackson Lab Expansion and Renovation	\$0.0	\$4.9	\$4.9
HHW Main to Stillings Hall	\$4.6	\$0.0	\$4.6
Pressure Turbine Replacement	\$2.8	\$0.0	\$2.8
Other Major Capital Investments (<\$2M)	\$0.7	\$2.3	\$3.0
On-Going/Recurring Investments	\$19.6	\$4.7	\$24.3
Capital Equipment	\$4.6	\$4.1	\$8.7
Total	\$38.7	\$39.6	\$78.3



Plymouth State University

PSU Operating Statement – Major Categories Recurring Activities

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud
Operating Revenue					
Resident Tuition	22,901,877	22,112,104	23,575,638	1,463,534	6.6%
Nonresident Tuition	38,694,810	37,726,634	34,801,634	(2,925,000)	-7.8%
Continuing Education Tuition	799,251	798,866	655,769	(143,097)	-17.9%
Student Fee Revenue	9,655,672	9,781,864	9,341,039	(440,825)	-4.5%
Gross Tuition & Fees	72,051,609	70,419,468	68,374,080	(2,045,388)	-2.9 %
Financial Aid	(31,746,890)	(32,525,306)	(35,675,750)	(3,150,444)	9.7%
Financial Aid % of Total Gross Tuition & Fees	44.1%	46.2%	52.2%	6.0%	13.0%
Net Tuition & Fees	40,304,719	37,894,162	32,698,330	(5,195,832)	-13.7%
Grants and Contracts Revenue	5,134,473	3,816,218	4,412,162	595,944	15.6%
Other Operating Income	2,090,143	1,566,859	1,679,983	113,124	7.2%
Sales of Auxiliary Services	29,199,861	28,828,033	29,234,717	406,684	1.4%
Total Other Operating Revenue	36,424,477	34,211,110	35,326,862	1,115,752	3.3%
Total Operating Revenue	76,729,196	72,105,273	68,025,193	(4,080,080)	-5.7%
Operating Expenses					
Salaries and Wages	37,408,548	38,030,500	35,440,488	2,590,012	6.8%
Employee Benefits	11,733,849	12,234,574	11,983,740	250,833	2.1%
Total Employee Compensation	49,142,397	50,265,074	47,424,229	2,840,845	5.7%
Supplies and Services	29,184,881	28,804,059	29,815,035	(1,010,976)	-3.5%
Central Services Allocations	7,424,877	7,773,864	6,526,787	1,247,076	16.0%
Depreciation of Plant and Equipment	8,950,447	9,056,973	9,602,006	(545,032)	-6.0%
Total Other Operating Expenses	45,560,206	45,634,896	45,943,827	(308,932)	-0.7%
Total Operating Expenses	94,702,603	95,899,970	93,368,056	2,531,914	2.6%
Net Operating Income / (Loss)	(17,973,407)	(23,794,697)	(25,342,863)	1,548,166	- 6.5 %
Nonoperating Revenue/Expense					
State General Appropriations	16,387,540	14,865,040	15,207,489	342,449	2.3%
Federal Pell Grants	5,072,366	6,000,000	5,775,000	(225,000)	-3.7%
Gifts Revenue	1,003,963	1,208,650	1,214,350	5,700	0.5%
Operating Investment Income	1,482,496	1,647,353	1,877,243	229,890	14.0%
Endowment Income Used in Operations	1,689,665	1,777,143	1,854,334	77,192	4.3%
Interest Expense, Net	(2,944,308)	(2,756,989)	(2,585,553)	171,436	-6.2%
Other Charges Impacting Operating Margin, Net	4,572	-	-	-	0.0%
Total Nonoperting Revenue/(Expense)	22,696,294	22,741,197	23,342,863	601,666	2.6%
Operating Revenue	102,369,798	97,603,458	93,953,609	(3,649,849)	-3.7%
Operating Expense	97,646,910	98,656,958	95,953,609	(2,703,349)	-2.7%
Net Operating Revenue/(Expense)	4,722,888	(1,053,500)	(2,000,000)	(946,500)	89.8%
Operating Margin %	4.61%	-1.08%	-2.13%	-1.05%	97.2%

PSU Operating Statement – Major Categories Recurring Activities

(in millions)	FY24 Actuals	FY25 Projection	FY26 Budget	FY26 Budget vs FY25 Proj
Gross Tuition & Fees	72.1M	68.1M	68.4M	
Financial Aid	-31.7M	-33.1M	-35.7M	
Net Tuition & Fees	40.3M	35.1M	32.7M	-2.4M
Financial Aid % of Total Gross Tuition & Fees	44.1%	48.6%	52.2%	3.6%
Other Operating Revenue (incl Sales of Auxiliaries)	36.4M	35.7M	35.3M	-0.4M
Total Operating Revenue	76.7M	70.8M	68.0M	-2.8M
Salaries & Wages	37.4M	37.3M	35.2M	-2.1M
Employee Benefits	11.7M	12.0M	11.9M	-0.1M
Other Operating Expenses	45.6M	46.0M	46.0M	0.1M
Total Operating Expenses	94.7M	95.2M	93.1M	-2.1M
Net Operating Income / (Loss)	-18.0M	-24.4M	-25.0M	-0.6M
State General Appropriations	16.4M	14.9M	15.2M	0.3M
Federal Pell Grants	5.1M	6.1M	5.8M	-0.4M
Gifts Revenue	1.0M	1.2M	1.2M	0.0M
Operating Investment Income	1.5M	1.6M	1.6M	-0.1M
Endowment Income Used in Operations	1.7M	1.8M	1.9M	0.1M
Interest Expense, Net	-2.9M	-2.8M	-2.6M	0.2M
Total Non Operting Revenue/(Expense)	22.7M	22.9M	23.0M	0.2M
Operating Revenue	102.4M	96.4M	93.7M	-2.8M
Operating Expense	97.6M	98.0M	95.7M	-2.3M
Net Operating Revenue/(Expense) Recurring	4.7M	-1.5M	-2.0M	-0.5M
Operating Margin %	4.6%	-1.6%	-2.1 %	- 0.5 %
Net Operating Revenue/(Expense) Recur & NonRecur	3.3M	-2.9M	-6.7M	
Operating Margin %	3.2%	<mark>-3.0%</mark>	-7.1%	<mark>-4.1%</mark>



	Incr/ (Decr)	Annual OM/(Loss)
FY25 Projection March 2025		(\$1.5)
Gross Tuition and Fees	\$0.2	
Financial Aid	(\$2.6)	
Other Operating Revenue	(\$0.4)	
Employee Comp	(\$2.2)	
Other Operating Expense & Non Operating Revenue/Expense	(\$0.1)	
FY26 Recommended Budget		(\$2.0)

Keene State college	Plymouth State	University of New Hampshire
	University System of New Hampshire	

\$M	Total USNH Funding incl \$.4M Carryforward	External Funding	Total Capital Budget
Hyde Hall Project	\$0.0	\$1.3	\$1.3
PE Center Energy Conservation	\$0.5	\$0.5	\$1.0
Sam Read Hall Nursing Renovation	\$1.8	\$1.3	\$3.1
Auxiliary-Related Renovations	\$2.0		\$2.0
South Campus Steam Loop	\$2.0		\$2.0
Other Repair and Adaption Projects	\$1.9		\$1.9
Highland Hall	\$1.8		\$1.8
Residence Halls	\$0.8		\$0.8
White Mountain Apartment Complex	\$0.8		\$0.8
Capital Equipment	\$0.6		\$0.6
Total	\$12.2	\$3.1	\$15.3



Keene State College

KSC Operating Statement ALL FUNDS Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud
Operating Revenue					
Resident Tuition	16,654,766	17,085,998	17,272,898	186,900	1.1%
Nonresident Tuition	29,112,868	30,102,683	29,689,706	(412,977)	-1.4%
Continuing Education Tuition	3,129,908	3,405,130	2,706,019	(699,111)	-22.3%
Student Fee Revenue	8,526,918	9,035,605	9,140,862	105,256	1.2%
Gross Tuition & Fees	57,424,460	59,629,416	58,809,485	(819,931)	-1.4%
Financial Aid	(25,775,003)	(27,864,243)	(28,120,720)	(256,477)	1.0%
Financial Aid % of Total Gross Tuition & Fees	44.9%	46.7%	47.8%	1.1%	2.4%
Net Tuition & Fees	31,649,457	31,765,173	30,688,766	(1,076,408)	-3.4%
Grants and Contracts Revenue	10,720,006	9,751,434	7,734,362	(2,017,072)	-18.8%
Other Operating Income	3,308,648	3,563,964	4,216,646	652,682	19.7%
Sales of Auxiliary Services	24,993,249	25,766,692	25,740,874	(25,818)	-0.1%
Total Other Operating Revenue	39,021,903	39,082,090	37,691,882	(1,390,208)	-3.6%
Total Operating Revenue	70,671,359	70,847,263	68,380,647	(2,466,616)	-3.5%
Operating Expenses					
Salaries and Wages	35,449,605	35,753,291	35,729,955	23,336	0.1%
Employee Benefits	11,306,299	11,193,252	11,818,832	(625,580)	-5.5%
Total Employee Compensation	46,755,904	46,946,543	47,548,788	(602,245)	-1.3%
Supplies and Services	30,678,889	30,104,101	29,168,060	936,041	3.1%
Central Services Allocations	6,826,964	7,213,522	6,530,269	683,253	10.0%
Depreciation of Plant and Equipment	8,775,490	8,555,800	8,680,776	(124,975)	-1.4%
Total Other Operating Expenses	46,281,343	45,873,423	44,379,105	1,494,318	3.2%
Total Operating Expenses	93,037,247	92,819,966	91,927,892	892,074	1.0%
Net Operating Income / (Loss)	(22,365,887)	(21,972,703)	(23,547,245)	1,574,542	-7.0%
Nonoperating Revenue/Expense					
State General Appropriations	15,681,720	14,159,220	12,204,547	(1,954,673)	-12.5%
Federal Pell Grants	3,908,607	5,000,000	5,000,000	-	0.0%
Gifts Revenue	1,324,664	1,551,300	1,692,222	140,922	10.6%
Operating Investment Income	1,561,171	1,048,492	779,353	(269,139)	-17.2%
Endowment Income Used in Operations	2,418,484	2,583,794	2,735,343	151,549	6.3%
Interest Expense, Net	(2,892,979)	(2,698,100)	(2,460,779)	237,321	-8.2%
Other Charges Impacting Operating Margin, Net	3,930	4,057	4,057	_	0.0%
Total Nonoperting Revenue/(Expense)	22,005,596	21,648,763	19,954,743	(1,694,020)	
Operating Revenue	95,569,935	95,194,126	90,796,169	(4,397,957)	-4.6%
Operating Expense	95,930,226	95,518,065	94,388,671		1.2%
Net Operating Revenue/(Expense)	(360,291)	(323,940)	(3,592,502)	(3,268,563)	
Operating Margin %	-0.38%	-0.34%	-3.96%	-3.62%	959.3%

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KSC Operating Statement EXCLUDING GRANTS Recurring

	FY2024	FY2025	FY2026	Fav/(Unfav)	Fav/(Unfav)%
	Actuals	FY25 Original Budget	FY26 Operating Budget (Working) Iteration 2	FY26 Bud vs FY25 Orig Bud	FY26 Bud vs FY25 Orig Bud
Operating Revenue					
Resident Tuition	16,654,766	17,085,998	17,272,898	186,900	1.1%
Nonresident Tuition	29,112,868	30,102,683	29,689,706	(412,977)	-1.4%
Continuing Education Tuition	3,129,908	3,405,130	2,706,019	(699,111)	-22.3%
Student Fee Revenue	8,526,918	9,035,605	9,140,862	105,256	1.2%
Gross Tuition & Fees	57,424,460	59,629,416	58,809,485	(819,931)	-1.4%
Financial Aid	(19,975,671)	(21,254,877)	(21,153,671)	101,206	-0.5%
Financial Aid % of Total Gross Tuition & Fees	34.8%	35.6%	36.0%	0.3%	0.9%
Net Tuition & Fees	37,448,789	38,374,539	37,655,815	(718,725)	-1.9%
Grants and Contracts Revenue	1,184,962	1,253,430	1,080,000	(173,430)	-14.6%
Other Operating Income	3,308,648	3,563,964	4,216,646	652,682	19.7%
Sales of Auxiliary Services	24,993,249	25,766,692	25,740,874	(25,818)	-0.1%
Total Other Operating Revenue	29,486,859	30,584,086	31,037,520	453,434	1.5%
Total Operating Revenue	66,935,647	68,958,625	68,693,334	(265,291)	-0.4%
Operating Expenses					
Salaries and Wages	32,239,031	32,002,185	32,900,684	(898,499)	-2.8%
Employee Benefits	10,443,246	10,045,583	10,957,681	(912,097)	
Total Employee Compensation	42,682,277	42,047,768	43,858,365		
Supplies and Services	27,065,860	28,298,102	28,201,460	96,642	0.4%
Central Services Allocations	6,782,914	7,174,897	6,530,269	644,628	9.5%
Depreciation of Plant and Equipment	8,775,490	8,555,800	8,680,776	(124,975)	-1.4%
Total Other Operating Expenses	42,624,264	44,028,799	43,412,505	616,294	1.4%
Total Operating Expenses	85,306,540	86,076,568	87,270,870	(1,194,302)	
Net Operating Income / (Loss)	(18,370,893)	(17,117,943)	(18,577,536)	1,459,593	-7.9%
Nonoperating Revenue/Expense					
State General Appropriations	15,681,720	14,159,220	12,204,547	(1,954,673)	-12.5%
Federal Pell Grants	-	_	-	-	0.0%
Gifts Revenue	1,324,664	1,551,300	1,692,222	140,922	10.6%
Operating Investment Income	1,561,171	1,048,492	779,353	(269,139)	-17.2%
Endowment Income Used in Operations	2,418,484	2,583,794	2,735,343	151,549	6.3%
Interest Expense, Net	(2,892,979)	(2,698,100)		237,321	-8.2%
Other Charges Impacting Operating Margin, Net	3,930	4,057	4,057	-	0.0%
Total Nonoperting Revenue/(Expense)	18,096,989	16,648,763	14,954,743	(1,694,020)	
Operating Revenue	87,925,616	88,305,488	86,108,856	(2,196,632)	-2.5%
Operating Expense	88,199,520	88,774,667	89,731,649		-1.1%
Net Operating Revenue/(Expense)	(273,904)	(469,179)			
Operating Margin %	-0.31%	-0.53%		-3.68%	

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KSC Operating Statement ALL FUNDS Major Categories: Recurring/Non-Recurring Activities

\$ in M	FY24	FY25		FY26 Budget vs
	Actual	Projections	FY26 Budget	FY25 Proj
Operating Revenues - Recurring				
Gross Tuition / Fees	57.4	58.6	58.8	0.2
Financial Aid	(25.8)	(27.6)	(28.1)	(0.5)
Financial Aid %	44.89%	47.14%	47.82%	0.68%
Net Tuition / Fees	31.6	31.0	30.7	(0.3)
Sales of Auxiliary Services	25.0	26.1	25.7	(0.3)
Total Primary Student Revenue	56.6	57.0	56.4	(0.6)
State of NH General Appropriations	15.7	14.2	12.2	(2.0)
Investment Income	0.8	1.1	0.8	(0.3)
Grants & Contracts/F&A/Pell	14.6	14.4	12.7	(1.6)
Other Operating Revenue	7.8	7.5	8.6	1.1
Total Operating Revenues	95.6	94.1	90.8	(3.3)
Operating Expenses - Recurring				
Salaries and Wages	35.4	36.2	35.7	(0.5)
Fringe Benefits	11.3	11.6	11.8	0.2
Other Operating Expense	49.2	47.6	46.8	(0.8)
Total Operating Expenses	95.9	95.5	94.4	(1.1)
Total Recurring OM	(0.4)	(1.3)	(3.6)	(2.3)
Operating Margin %	-0.38%	-1.42%	-3.96%	
Non Recurring OM	(6.4)	(2.4)	(1.7)	0.7
Total Recurring and Non Recurring Operating Margin	(6.7)	(3.8)	(5.3)	(1.5)

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KSC Operating Statement EXCLUDING GRANTS Major Categories: Recurring Activities

				FY26	
\$ in M	FY24	FY25		Budget vs	
	Actual Projections		FY26 Budget	FY25 Proj	
Operating Revenues - Recurring					
Gross Tuition / Fees	57.4	58.6	58.8	0.2	
Financial Aid	(20.0)	(20.8)	(21.2)	(0.4)	
Financial Aid %	37.82%	38.62%	35.97%	-2.65%	
Net Tuition / Fees	37.4	37.8	37.7	(0.1)	
Sales of Auxiliary Services	25.0	26.1	25.7	(0.3)	
Total Primary Student Revenue	62.4	63.8	63.4	(0.4)	
State of NH General Appropriations	15.7	14.2	12.2	(2.0)	
Other Operating Revenue	9.8	9.8	10.5	0.7	
Total Operating Revenues	87.9	87.8	86.1	(1.7)	
Operating Expenses - Recurring					
Salaries & Wages	32.2	32.9	32.9	(0.0)	
Fringe Benefits	10.4	10.6	11.0	0.3	
Other Operating Expense	45.5	45.6	45.9	0.2	
Total Operating Expenses	88.2	89.2	89.7	0.5	
Total Recurring OM	(0.3)	(1.4)	(3.6)	(2.2)	
Operating Margin %	-0.31%	-1.58%	-4.21%		

Keene	Plymouth State	University of New Hampshire
	University System of New Hampshire	

	Incr/ (Decr)	Annual OM/(Loss)
FY25 Projection March 2025		(\$1.3)
State Appropriation (net of offset)	(\$1.0)	
Other revenue, offset by investment income decrease	\$0.6	
Amortization/Depreciation & shared services	(\$0.7)	
Professional Services & utilities	(\$0.6)	
Fringe Benefits	(\$0.3)	
All Other	<u>(\$0.3)</u>	
FY26 Recommended Budget – Recurring Operating Margin		(\$3.6)
Note: Grant revenue & expense each decreased by \$1.6M (net impact of \$0)		



\$ M	Total USNH Funding incl \$1.1M Carryforward	External Funding	Total Capital Budget
Morrison		\$2.5	\$2.5
Spaulding Gym HVAC	\$1.2		\$1.2
Joslin Roof	\$1.1		\$1.1
Keddy		\$0.5	\$0.5
Redfern Roof/Windows		\$0.5	\$0.5
Redfern HVAC	\$0.5		\$0.5
Mabel Brown Room	\$0.2		\$0.2
Renewal Program (Deferred Maintenance/Departmental Projects)	\$1.0		\$1.0
Capital Equipment	\$0.3	\$0.2	\$0.5
Total	\$4.3	\$3.7	\$8.0



FY26 Budget Assumptions & Parameters Approved by FAC in October 2024 (Reference)

- Maximum Price of Attendance Rates: <u>As Approved by the Board of Trustees (BOT)</u>
 - Maximum Undergraduate Tuition Rates
 - Maximum Graduate Tuition Rates
 - Maximum Mandatory Fees
 - Maximum Room and Board Rates
- Enrollment assumptions to be provided by the Institutional Presidents
- Financial Aid assumptions to be provided by the Institutional Presidents
- Auxiliary Revenues:
 - Excluding room, board, and any mandatory fees requiring BOT approval of rates, revenues to be recommended by the Institutional Presidents
 - Systemwide <u>Pledged</u> Revenues to be budgeted at not less than 1.2x operating expenses (excludes depreciation) plus annual debt service (debt covenant is 1.0x)

- Operating Investment Income: OCIO recommendation, contingent upon ICPC approval, is 3% annual return on Short Term Investments (vs 4% for FY25 Budget)
- Annual endowment payouts to be based on payout methodologies approved by the governing bodies for the respective endowment funds (ICPC – USNH Endowment Fund, UNHF Board and KEA Board)
- In general, All Other Operating Revenues to be recommended by the Institutional Presidents and/or Chancellor (grants, noncapital gifts, etc.)
- State Operating Appropriations: \$91.2 million (Governor's Budget Target) (4% reduction vs FY25 Budget) subject to change based on the State's FY26/FY27 budget process; best estimate will be used in June 2025 when USNH FY26 budget approval is requested.
- Non-Operating Revenues USNH Endowment Returns: Assume 7% annual return on the USNH Endowment Fund as recommended by OCIO, Prime Buchholz, and contingent upon approval by ICPC on 10/24/24.

- **Recurring Operating Expenses:** Systemwide operating expenses will be determined as a result of the combined revenue projections and the approved systemwide recurring operating margin parameters at the institutional level
- Targeted Recurring Operating Margin (Institutional and Total Systemwide):

		FY24 Prelim Actuals		FY25 Budget		FY26 Budget	
	\$	%	\$	%	\$	%	
Recurring Operating Margin							
UNH	10.5	1.4%	(5.2)	-0.7%	7.4	1.0%	
PSU	5.5	5.3%	(0.9)	-1.0%	1.0	1.0%	
KSC	(0.4)	-0.4%	(0.3)	-0.3%	0.9	1.0%	
SYS	10.6	n/a	2.2	n/a	1.0	n/a	
Total Recurring O/M	26.2	2.8%	(4.2)	-0.4%	10.3	1.1%	

- If an institutional budget will not meet the above OM target established, the President or Chancellor will seek approval
 of the FAC Chair and ICPC Chair by <u>April 30, 2025</u>.
- Non-Recurring Items: The President or Chancellor, as applicable, will seek approval of the FAC Chair and ICPC Chair by <u>April</u> <u>30, 2025</u>, of any new material Non-Recurring One-Time FY26 expenses (operating or capital).
- If applicable, the Presidents' Council will fully disclose to the Board any material unidentified revenue or expense adjustments incorporated in the FY26 Budget

- Capital Budget
 - FY26 USNH-funded systemwide capital spending, excluding strategic investments and unspent FY25 budgeted capital which may carry forward into FY26 as a result of timing changes, should be targeted at a <u>maximum</u> of 1x annual depreciation, and aligned with the multi-year/long-term capital plans
 - State Capital Appropriations estimated appropriations expected to be authorized by the state for the FY26/27 Biennium as of June 2025 will be budgeted; USNH requested \$20 million of funding as part of the 'Agency' Phase of the FY26/27 budget process.
 - **Gift/Grant** capital expenditure assumptions to be provided by the Presidents' Council
- Debt
 - Assume no new debt issued in FY26 (excludes refinancing opportunities)
- Cash
 - Cash preservation efforts should continue into FY26 and cash targets achieved as recommended by ICPC & FAC
- Use of Restricted Revenues/Funding Sources: The Presidents' Council will make every effort to budget and use available RESTRICTED revenue sources before budgeting and using UNRESTRICTED revenue sources.